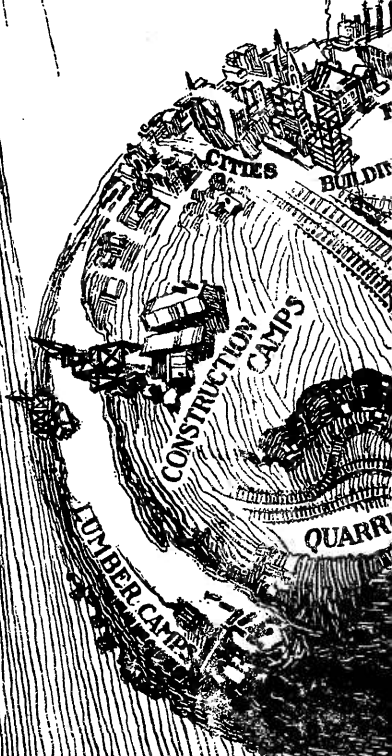


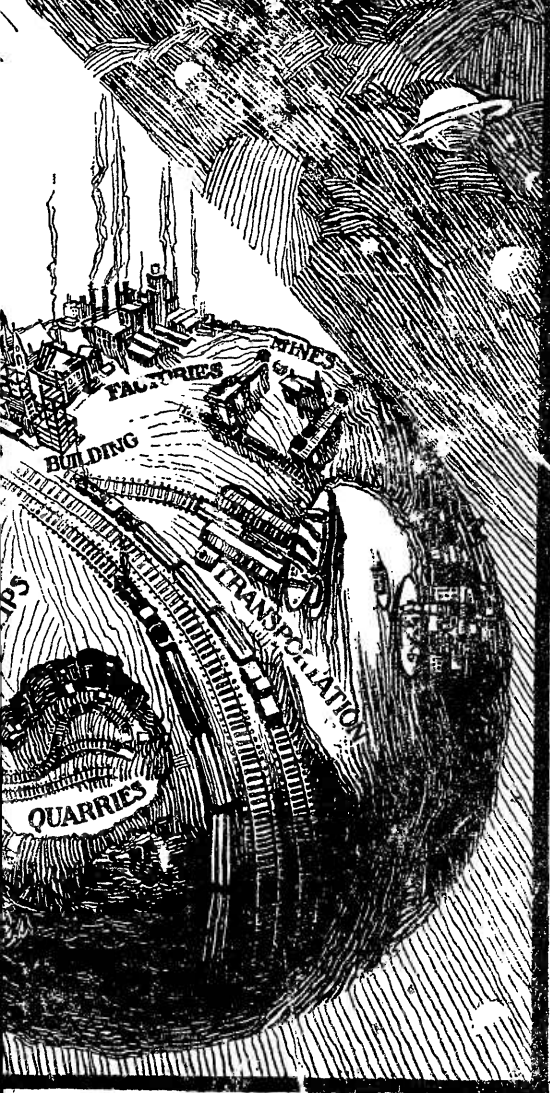


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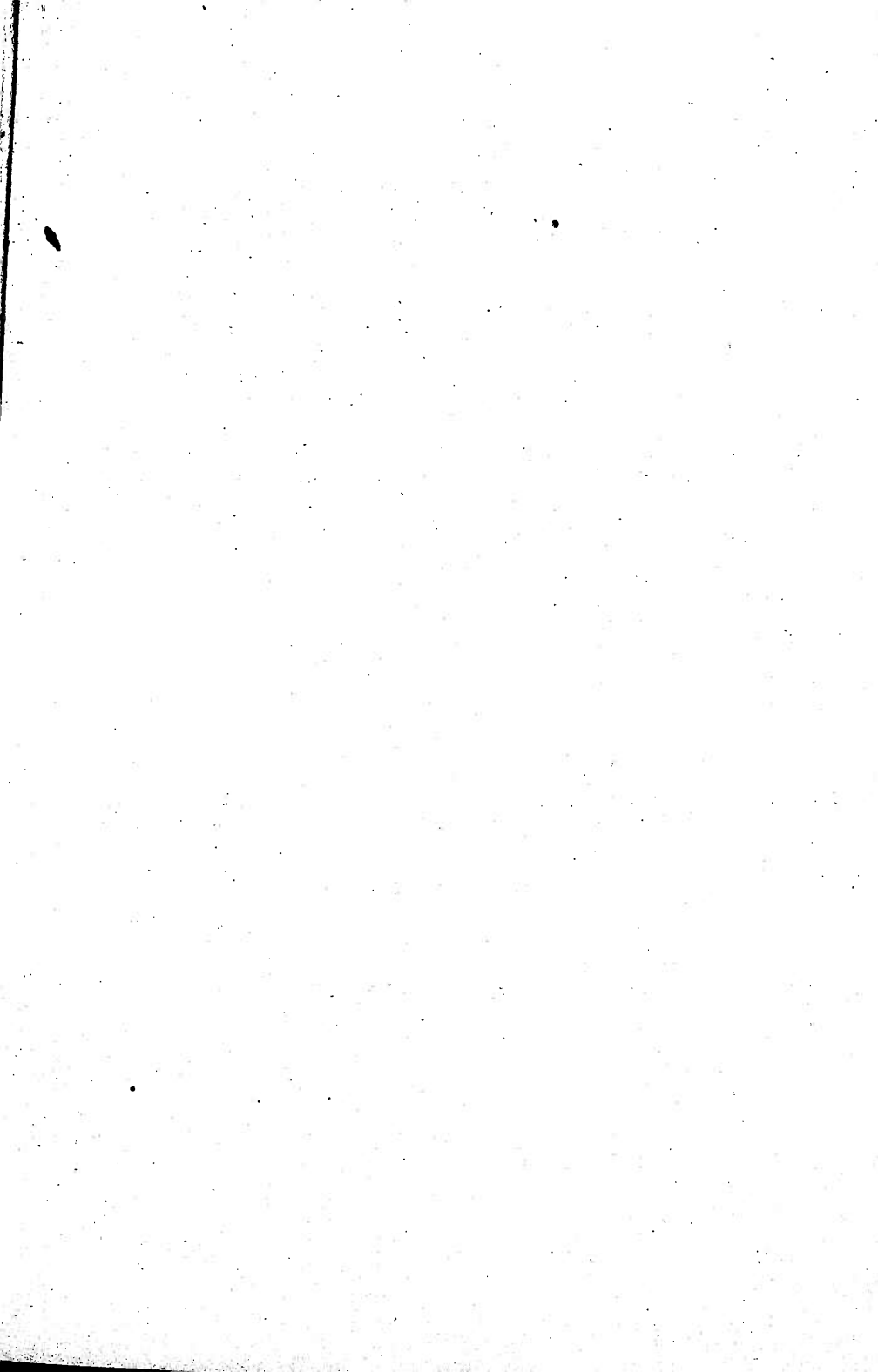
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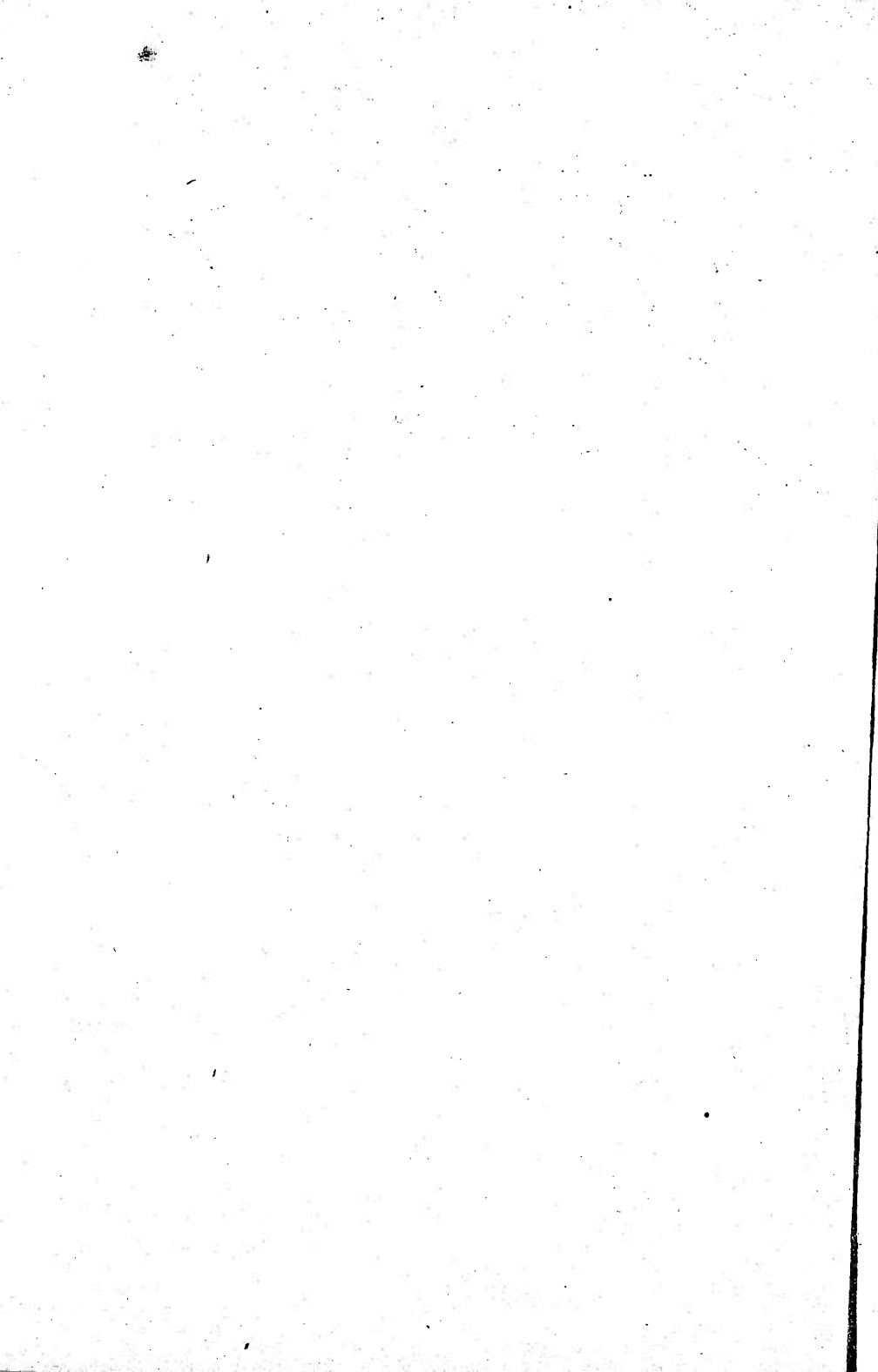


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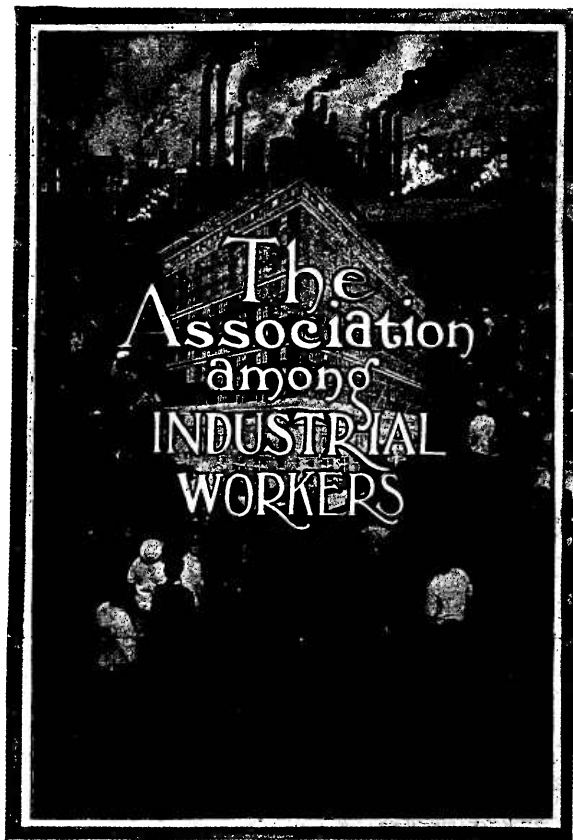
REVISED EDITION

A HANDBOOK FOR YOUNG MEN'S CHRISTIAN ASSOCIATIONS IN INDUSTRIAL FIELDS

INDUSTRIAL DEPARTMENT
INTERNATIONAL COMMITTEE YOUNG MEN'S CHRISTIAN ASSOCIATIONS
347 Madison Ave., New York City

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AMONG INDUSTRIAL WORKERS

A HANDBOOK FOR YOUNG MEN'S CHRISTIAN ASSOCIATIONS IN INDUSTRIAL FIELDS

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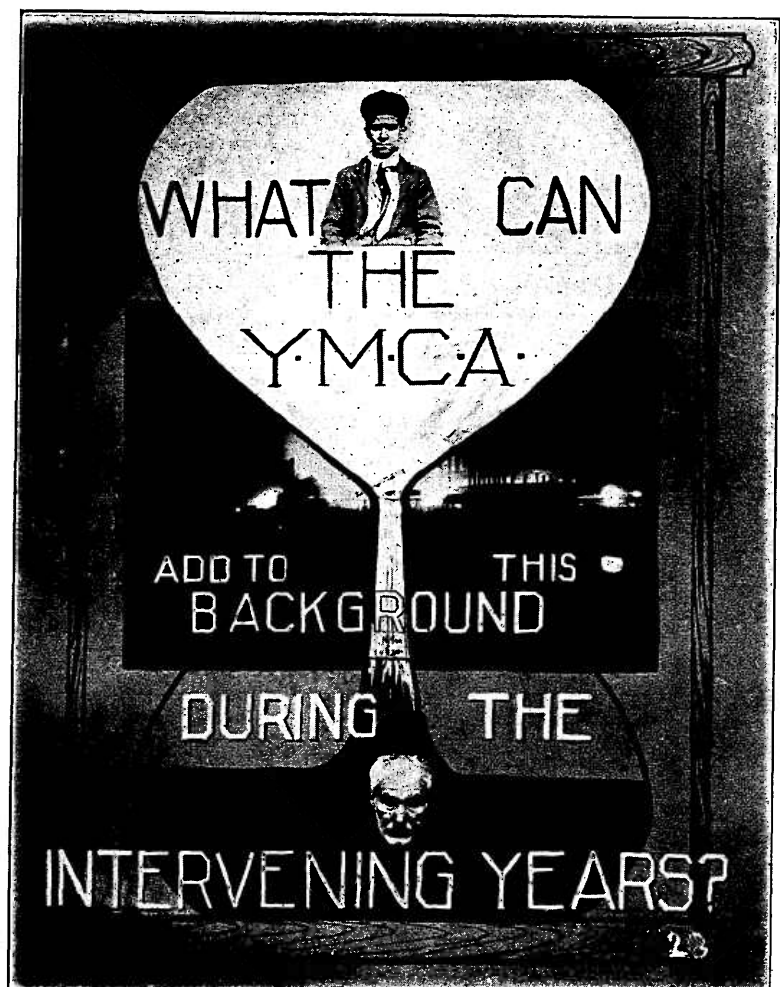
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INTRODUCTION

Throughout the Association movement in America there is a rising tide of interest in the industrial field. The leaders are being moved by the compelling facts concerning this field, its size, its needs, its fruitfulness, and especially its place in the strategy of the Kingdom.

In the days ahead no great world problem will be settled without reckoning with the forces in industry. Meanwhile the problems arising in the field of industry will involve all of the world forces.

The Association is seeing its responsibility for helping to bring the character making influences and the personal and social standards of Jesus Christ into the lives of the hosts of men and boys who compose and control this field. The undivided message of the Association affecting the body, mind and spirit is to be brought to them.

An all-around program that concerns their physical, mental, moral, social and economic welfare is to be pressed. Leadership is to be provided that will help to lift industrial relationships to the constructive plane of mutuality and good will; thus making democracy in industry possible and at the same time assuring an industrial democracy that will be safe for society.

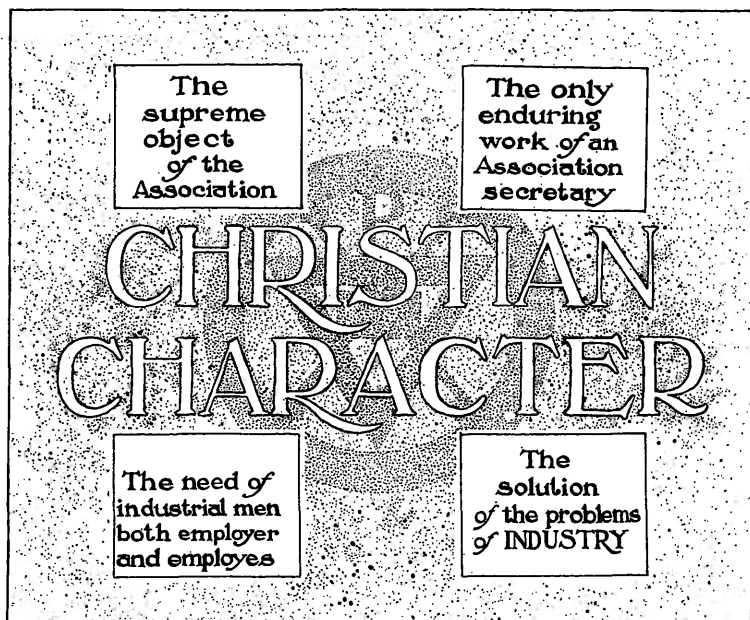
Employees and employers have welcomed the Association's service. Groups of workers, skilled and unskilled, white and colored, foreign-born and native, organized and unorganized, have approved and are cooperating in carrying it on. Large sums of money have been invested in buildings—given outright or entrusted to the Association.

Employees are matching the gifts of employers dollar for dollar for the maintenance of this work.

Progress is being made not only in the industrial cities and towns but in the isolated industrial centers and in rural communities where industries are located. Various types of work have developed in keeping with the changing industrial conditions so that in addition to the elemental steps, such as industrializing the central Association buildings, extension work, branch buildings in industrial communities, and special buildings related to industry or a group of industries, the following types are increasingly in demand: placing secretaries in industrial plants; system work with industries having several plants; substituting for the saloon based upon experience in the city and railroad work, and in the military camps.

Among the factors of progress are the adaptations to special groups; for example, the foreigners and colored workers, the enlistment of the foremen and engineering students as welfare leaders, and the Americanization and thrift programs, etc.

While the experiences of the last decade reveal the necessity for radical changes in methods, they emphasize the permanent value of the established objective and principles of the Association; viz:



Christian character as the supreme objective.

Work by men and boys for men and boys as a primary principle.

Lay leadership as a permanent force.

These were never more important as fundamentals of Association work than now, and they apply with full force in the field of industry.

"Among Industrial Workers" is intended to be a handbook and a real help to all those Association leaders who agree with Dr. Mott that,

"The Young Men's Christian Association is summoned to relate itself to the rising millions in industry and to make those unique contributions which we are in a position to make—May God help us, not only to see the opportunity but to *seize it*."

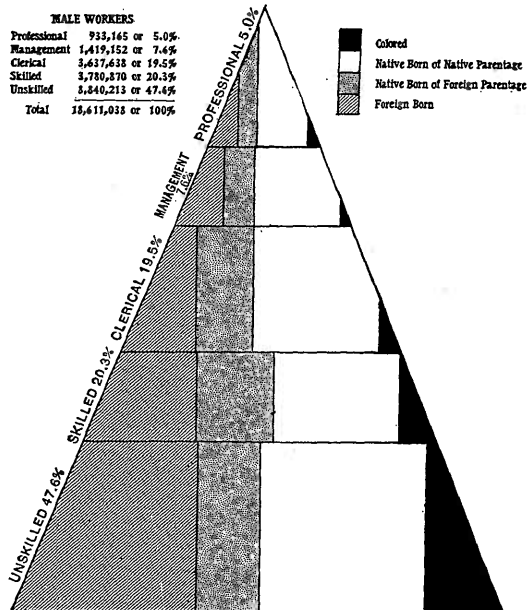
CHAS. R. TOWSON.

CHAPTER I

INDUSTRIAL WORKERS

The following definition of "Industrial Workers" is suggested as a basis for determining the Association's industrial membership and for locating its industrial field:

THE INDUSTRIAL PYRAMID



Figures based upon the 1910 Census. The agricultural workers (numbering 11,480,536) are not included.

DEFINITION AND CLASSIFICATION

By "Industrial Workers" is meant those in any of the groups and engaged in any of the occupations as follows: artisans and apprentices; semi-skilled laborers and machine operators; unskilled laborers; foremen, superintendents, and works' managers; persons engaged in clerical, professional, or managerial work in operating or production departments.

OCCUPATIONS

Extractive

Forestry, mining, quarrying, salt, oil and natural gas, fisheries.

Manufacturing and Mechanical

Building trades, chemicals and allied products, clothing, clay, glass, and stone. Food and kindred products. Iron and steel and their products. Beverages and tobacco. Leather and its finished products. Lumber and its manufacture. Metal and metal products other than iron and steel. Paper, printing, and book-binding. Textiles, water, light, and power. Vehicles. Miscellaneous industries.

Transportation¹

Road, street, bridge, and railroad transportation. Express companies. Post, telegraph, and telephone service. Other persons in transportation.

Trade

Draymen, hackmen, teamsters. Hostlers. Packers and shippers. Porters and helpers. Telegraph and telephone linemen.

Service

Bootblacks. Elevator tenders, gatemen, watchmen. Laborers. Launderers. Longshoremen. Stevedores. Waiters, etc.

(For detailed classification, see p. 134.)

¹The Railroad Department, wherever organized has prior relation to railroad, express, and street railroad employees.

CHAPTER II

THE INDUSTRIAL FIELD

IN CITIES

The cities of more than 100,000 population are the great industrial centers. For example: Two cities—New York and Chicago—have as many industrial workers as there are in the entire mining industry of the nation.

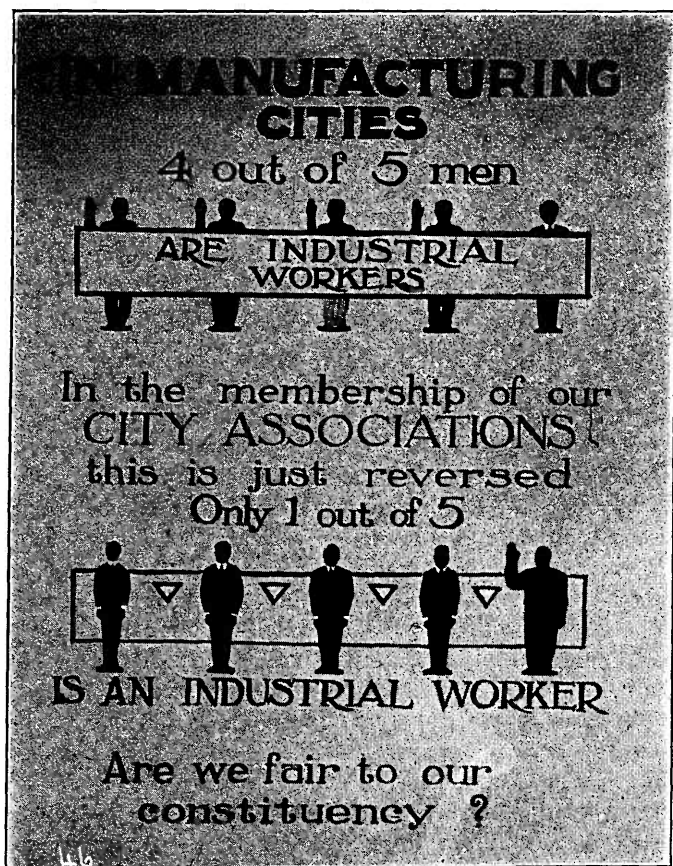
Sixty-seven per cent of all the male population in Association cities of over 100,000 are *industrial workers*.

More than 71 per cent of all the male population in Association cities of from 25,000 to 100,000 are industrial workers. As a rule, where populations between 8,000 and 25,000 are increasing rapidly it is due to industry, and industrial workers are in the majority. Figures are not available to show the industrial nature of populations of 8,000 or under, but these include a large and growing number of communities which center around single industries or groups of industries.

It is interesting to note that in proportion to the population, Cleveland is the most industrial of all the greater cities. Washington, the Capitol City, to which the idea of industry seems foreign, is 48.5 per cent industrial. Brooklyn is more industrial than Chicago or St. Louis, while Philadelphia is more so than any of these. Boston is almost as industrial as Pittsburgh, and Buffalo and Detroit both lead Pittsburgh. Seattle and Portland are proportionately more industrial than New York or Chicago. And San Francisco leads Brooklyn! The southern cities are well to the front—Richmond, Birmingham, and Memphis leading in that coming industrial empire.

Five hundred City Associations report one hundred and seventeen thousand three hundred and fifteen members in industrial occupations—but more than a million workers are affected by various forms of Association work. Eighty-four City Associations have one hundred and two secretaries giving full time to organized industrial extension work. More than one hundred thousand dollars is given annually by industries towards the budgets of these secretaries. Four hundred other secretaries are giving all or nearly all their time to distinctly industrial work. Many other Associations are doing a large amount of extension work for industrial workers without regard to membership and without full time exten-

sion secretaries. Eight City Associations have fifteen plant secretaries giving full time to employes of single industrial plants. Large numbers of volunteers serve regularly as leaders, teachers, etc., of industrial groups.



Recent gifts by employers for Y. M. C. A. Buildings in cities are signs of the times. For example:

The National Tube Company has given \$100,000 to the McKeesport, Pa., Association. The Lackawanna Steel Company has given \$100,000 for a branch at Buffalo, N. Y. The Colorado Fuel & Iron Company interests have given \$350,000 for a branch in Pueblo, Colo. The Standard

Oil Company, Tidewater Oil Company, Babcock Wilcox Company, International Nickel Company, and others have given \$400,000 for a branch among the foreign-born workers at Bayonne, N. J. Rome Brass & Copper Company, Rome, N. Y., \$80,000.

RESOURCES

The employer and employees

**GIVE
DOLLAR FOR
DOLLAR**



TO THE MAINTENANCE OF
Y.M.C.A.S.
IN INDUSTRIAL FIELDS

LAST YEAR
they jointly gave
\$350,000.

Frequently several smaller industries are grouped and served as a unit, under the leadership of an extension secretary.

In addition to giving special attention to plants as units the Association should consider the different groups which, though not assembled in plants, are so numerous as to justify special effort in their behalf. For example:

Men in the building trades.

Teamsters, chauffeurs, hackmen, etc.

Waiters, dishwashers, cooks, etc.

Stationary engineers and firemen.

Sailors and longshoremen in port cities, watermen in the lake shore cities and river ports.

IN SMALLER FIELDS

To this growth in the cities and larger towns may be added 140 Associations in smaller fields for which industries have given buildings costing nearly five and a half million dollars and to which these companies give nearly four hundred thousand dollars annually for maintenance. *For every dollar the employers give for the support of these Associations, the employes give another dollar, making it actually a mutual cooperative enterprise.* These include:

Field	No. of Associations	Cost Buildings	Annual Maintenance
War Industries.....	26	\$920,500	\$53,500
Iron and steel.....	11	888,100	80,500
Metal mining.....	14	901,000	30,900
Coal.....	39	785,581	57,730
Cotton.....	31	750,525	73,840
Lumber.....	20	311,000	43,700
Miscellaneous.....	16	1,209,500	57,200
Reclamation Camps.....	1	2,500	1,400
	158	\$5,768,706	\$398,770

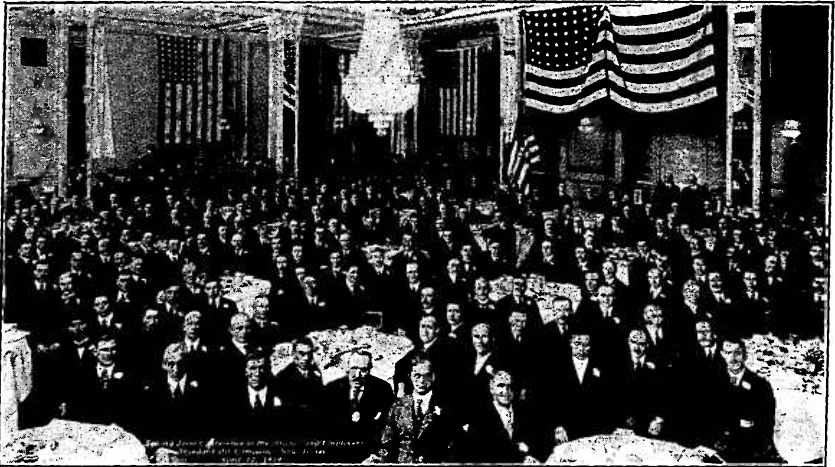
Over five hundred secretaries are now giving full or part time to this work.

THIS FIELD IS ALMOST UNLIMITED IN ITS POSSIBILITIES.

CHAPTER III

THE ASSOCIATION'S RELATION TO INDUSTRY— BOTH EMPLOYERS AND EMPLOYEES

The great need felt by the employer is for increased efficiency in production. The greatest factor in production is the human factor, and the greatest element in the human factor is the spirit. Human efficiency involves physical, mental, and spiritual standards, and the greatest of



A JOINT CONFERENCE OF EMPLOYER AND EMPLOYEE,
STANDARD OIL COMPANY (NEW JERSEY)

these is spiritual. Sustained efficiency is impossible without a character basis. Because the Association's product is all-around character—including the spiritual—it serves the employer's best interests.

The great need felt by employees is greater fraternity—recognition of their relations as men as well as of their rights as workers. Not wages, hours, or conditions alone, but relationships are the great concern of the workers. *With increasing democracy in industry, individual character becomes more important, since no safe fraternity is possible without a character basis.*

With the increased demand for (1) individual efficiency and (2) greater democracy and the consequent necessity for right character standards, the Association as a character-making agency should have a large and growing place in industry.



Because the Association can and does serve this basic purpose, it is justified in receiving from industry—both employers and employees—moral and financial support. There need be no compromise or subserviency whatever. Since this support comes from both partners in industry, it does not prejudice the Association in its relation to either.

As a rule, the work of the Association in industry is confined to those activities which benefit both employees and employers. The Association's field of service in industry lies within the zone of agreement

between employers and employes. It does not attempt to adjust issues, but it creates a spirit which enlarges the field of agreement. It creates an atmosphere in which adjustments of differences become easier. The Association is not partisan, and yet it is **more than neutral, it is mutual.**

The Association in an industry is not an outside affair nor is the Association secretary an outsider. The Association connected directly with an industry becomes a very real part of the organization and the secretary becomes a real part of the plant personnel.

It has been found not only practicable but very desirable for the Y. M. C. A. in an industry, made up as it is of the employers and employes, to exercise autonomy and for the secretary to sustain an unofficial relation to the industry. His relationships are personal rather than official, to minister rather than direct, to counsel rather than to command. His objective is the all-round welfare of men—body, mind and spirit—His activities may relate to the living, working and leisure conditions of men and boys.

The position of a Y. M. C. A. secretary in industry should never be confused with that of the service manager, welfare director or social engineer. The secretary's position should never be that of an appointee of either the employer or employes,—he should not be an official.

THE INTEREST AND FINANCIAL SUPPORT OF INDUSTRY— BOTH EMPLOYERS AND EMPLOYES

The Association must secure the interest and support of employers. Among the difficulties often to be met are these: Employers do not think of the Association as an agency capable of rendering service to industry. They fear that its religious basis limits its usefulness. Some think it illegal to use company funds for support of Association work.

These objections are usually dispelled by information as to the Association's motive and methods and its progress in industry. To secure their interest and support, therefore, this information should be given more generally. This may be done by: A presentation of the facts to individual employers, organizations of employers, and groups of selected men. Articles in trade journals and other printed matter. Addresses at trade meetings, boards of trade, chambers of commerce, and demonstrations, such as specimen lessons in teaching English to foreigners, shop nights at Y. M. C. A. building, special exhibits, etc.

It is not enough to win the approval of employers. No Association work in industry is established aright until the employes become party

to it. They should have a voice in conducting it and they should share the cost.

It will be found in most places, cities especially, that there are causes which prevent a closer relation between the workers and the Association. Its aims and methods are not always clearly understood. There may be a sense of class distinction or a religious prejudice on the part of some. Perhaps the atmosphere is not congenial or the fees are too high. Perhaps the building is too far from where the workers live.

The best possible answer to these is found in personal contact with



A WEEKLY MEETING BOARD OF TRUSTEES OF ACIPCO MUTUAL BENEFIT ASSOCIATION

Association men; observation of the Association's plans and methods; and having a part in the Association's work. This will result from bringing the Association to the attention of the workers in an appropriate way where they work, in shops, factories, car barns, etc., at the noon hour or any convenient time when groups may be assembled, by means of bulletin boards, announcements, letters, and printed matter mailed to individuals personally and to group meetings by use of motion pictures, models, exhibits, etc.; while at leisure by articles and advertisements in the papers which circulate in homes of the workers, by pictures and stere-

opticon lectures in home communities and in recreation resorts, such as the picture show places, addresses and announcements in community churches and schools where the workers and their families congregate.

Demonstrations of service have been made to labor unions by conducting educational courses in lodge rooms, providing social features in the Y. M. C. A. building, or at the lodge rooms, conducting athletic meets, field days, etc., for the unions. Discussions and printed statements may have value, but are not advocated as a feature, because personal intercourse is more effective and does not provoke academic and useless discussion. Fraternal delegates from the Association have been elected by some unions.

The following are typical statements from employers and workers who have a clear understanding of the Association's sphere and service:

Point of View of Employers

JOHN J. EAGAN, *Chairman, Board of Directors, American Cast Iron Pipe Co.*

"If we created moral conditions surrounding our army camps, why should we not create equally moral conditions around our industrial plants?

"The Young Men's Christian Association in the plant appeals to me because, properly conducted, it may express the soul of what some are pleased to term 'soulless corporations.'

"We are greatly pleased that we turned our welfare work over to the Y. M. C. A. in its very inception. They have saved us from many mistakes. Our work was a success from the day it opened."

JUDGE ELBERT H. GARY, *Chairman, Board of Directors, United States Steel Corporation, says:*

"I am glad to declare my belief in the advantages of having a Young Men's Christian Association in an industrial community as tending greatly to the building up of the character of the men, and therefore increasing their efficiency."

CYRUS H. MCCORMICK, *International Harvester Co.*

"The Y. M. C. A. is an organization for the betterment and uplift of mankind, for the development of strong, manly, Christian character, and for promoting good-fellowship. It has long since passed the experimental stage. Its influence is world-wide, and its work is invaluable in every community."

JOHN D. ROCKEFELLER, JR.

"I am looking with great interest to the increasing usefulness of the Association in helping prepare the way for closer cooperation between labor and capital and a better understanding of their own interests."

As Seen By Representatives of Labor

JOHN MITCHELL, *Chairman, New York State Industrial Commission.*

"I have observed with interest and satisfaction the work of the Association in connection with industrial establishments."

WARREN S. STONE, *President, Brotherhood Locomotive Engineers.*

"The Young Men's Christian Association reaches all classes. I know it has been one of the great influences for better citizenship and better manhood, and has done more for the railroad and industrial men than any other one thing."

FRANK MORRISON, *Secretary, American Federation of Labor.*

"I am interested to note the progress of the Y. M. C. A. in serving the industrial workers along physical, mental, and moral lines, and I regard its growing usefulness with favor."

JOHN R. LAWSON, *Denver, Colo.*

"There is a very important service which the Y. M. C. A. can perform, particularly in the industrial centers. Its influence cannot be otherwise than for good if the movement is kept upon a strictly non-partisan basis. There can be no question that men need a broader understanding of the spiritual side of life, as they also need the recreational features of life. The value of the educational features of the Y. M. C. A. cannot be overestimated, as we can never hope to have a real democracy until men have fitted themselves to assume responsibility through education."

NOTE: It is of interest to note that more than 62 per cent. of the nation's industrial workers are located in the "workshop," east of the Mississippi and north of the Ohio Rivers. It is fitting, therefore, that the larger part (more than 77 per cent.) of Y. M. C. A. Building investment is also within this zone.

CHAPTER IV

COOPERATION WITH OTHER AGENCIES

In the newer industrial plant organizations in which industrial relationship plans are highly specialized, the Association should be an ally of all of the forces. Not to supplant but to supplement is the watchword.

Every department of human affairs in the plant should regard the Association as a cooperating agency. The employment directors, doctors and service managers should find in the secretary a valuable aide. Every service committee in the plant, safety, health, education, savings funds, or recreation should find in him a helper.

The community agencies likewise should have his assistance. The churches, schools, lodges, libraries, etc., will count upon his sincere cooperation.

To the church the relation should be not that of a cooperating agency, but rather that of a willing servant and a strong right arm, or that of an ambassador to whom the Church has given a commission.

With these responsibilities in mind the practice should be to render first the Association's all-round service and deliver its full message.

There should be no transfer to another agency of any activity or responsibility, *the removal of which from the Association's program will diminish the service or impair the message which the Association exists to give.*

To divest itself of a given piece of work, whether physical, educational, religious, or social will be a good or bad thing for an Association to do, just to the extent that the peculiar work for which the Association exists is done or left undone.

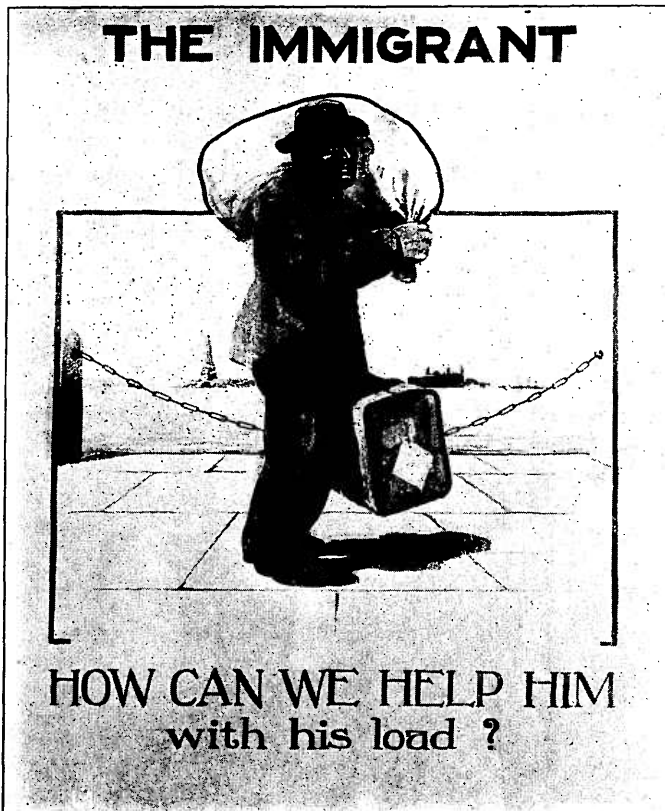
CHAPTER V

SPECIAL GROUPS OF INDUSTRIAL WORKERS

RACIAL GROUPS

Foreigners

Four million aliens, of fifty different varieties, are employed in every branch of America's industrial life. The basic industries, such as mining, iron and steel, etc., depend upon men of foreign parentage for the major part of their working force. If the foreign-born withdrew from the industries, many wheels would suddenly stop, and the flow of riches would perceptibly diminish. War times have both appreciated and



depreciated this labor force. Those whose loyalty is beyond question, are now more highly esteemed by manufacturers; those whose allegiance to America was questioned, were queried, circumscribed, and discharged. The newer immigrants belong to both groups, and so do the older. Many men of the second generation of immigrants are rabidly unpatriotic and retard the progress of America.

Secretary Lane, of the Department of the Interior, says: "There are 5,500,000 illiterate persons in the United States. If they were stretched in a double line of march at intervals of three feet, and marched past the White House at the rate of twenty-five miles a day, it would require more than two months for them to pass." About 4,000,000 of this army would be foreign-speaking.

Unassimilated sections of the population imply that someone has neglected his duty. This indictment applies to Associations in the immigration zone. Tens of thousands of foreign-born young men have joined the colors from cities where Associations flourished, and they were not only ignorant of our language, but also ignorant of the A B C of Democracy. They were strangers in the land, and no one took them in. No one opened to them the vista of World Democracy. Today the nation is agog with plans to assimilate the foreign-born, and still some Associations do not hear the call of patriotism and Christianity to make friends of these men within our gates!

What are the outstanding opportunities for service?

Foreigners need our language; three million such workers are not familiar with it.

Nearly four millions are not citizens, and have not seen the glories of Triumphant Democracy.

Foreign-born men are migratory, spend more on railroad travel than any other group, and lose much money by change of work. The Association can help in stabilizing the immigrant worker.

Housing conditions for the foreign-born are often inhuman; the Association secretaries can help to make them better.

The food given the foreign-born is frequently spiced with graft, and the Association can help to take out the bitter herb.

Democracy surrounds aliens as the air they breathe, but it cannot be seen. It must be felt and the employed officers of the Association have a chance every day to show the spirit of Democracy to the foreign-born!

Mexicans

Mexican immigrants (90 per cent of whom are "peons") of all foreign-speaking peoples in the United States touch the lowest stratum of poverty,

ignorance, disease, shiftlessness, and superstition. Their needs can only be measured by their physical, intellectual, and moral status, and few are the agencies that have attempted to meet these needs. Thrift, economic foresight, high standards of morality, are seldom found among Mexican peons. Hilarity, thoughtlessness, geniality, satisfaction with conditions, and fatalism, are conspicuous characteristics.

Under normal conditions about 50,000 Mexicans cross the border every year. During the past two years and especially during improved wage conditions, the number entering has increased. Mexicans have responded in larger numbers than ever before to the call of American *entrepreneurs*. They have come farther north, and a large number of employers now look to Mexico as a source of labor supply. This increased Mexican immigration is likely to continue and the Association's opportunity is apparent.

The Mexicans come to the United States in quest of work. They enter through the main gateways of El Paso, San Antonio, Douglas, etc. They are subjected to exploitation of the worst kind. This is bad for the Mexican as well as for ourselves, and the great need is for some reliable agency to undertake the solution of this problem and drive out the exploiters. A Mexico-American labor bureau, conducted by the Y. M. C. A., is a challenge to the highest executive ability of our organization.

Mexicans generally entering into the labor market of the United States are not conversant with the English language. The majority of them, proud of their Spanish tongue and blood, do not care to learn it. Thousands, however, are conscious of their need of English, but can only be reached by missionaries sympathetic with their difficulties. We urge, therefore, every Association within reach of Mexican laborers, to open classes in English and to help them in every possible way. Such work will go far to remove the prejudices these people have toward America because of our difficulties with their country. They are heirs to much that is wretched and vicious in a loose government; have suffered untold wrongs from stronger nations, many of whose subjects have shown no mercy. Centuries of oppression have left an indelible impression upon their souls. The United States above all other nations of the earth can help these people and their nation, and the Y. M. C. A. can well afford to take upon itself a real service in the name of America and the Kingdom of God.

Colored Workers

Nearly 8 per cent of the male industrial workers in America today are colored. According to the census of 1910 there were 91,181 negroes

in saw and planing mills, more than 60,000 in the iron and steel industry, 39,530 in coal mining, 14,005 were lumbermen and raftsmen. Today larger numbers are found in these and other industries and in addition thousands have entered the great shipbuilding and munitions plants. Various estimates have been given as to the number of negroes who migrated during war days from the South to the North. The figure is not far from 500,000. Some of these have returned, but the majority have not. This has greatly increased the Association's obligation and opportunity in the North as well as in the South. Every student of the negro problem knows that because of industrial discrimination and other

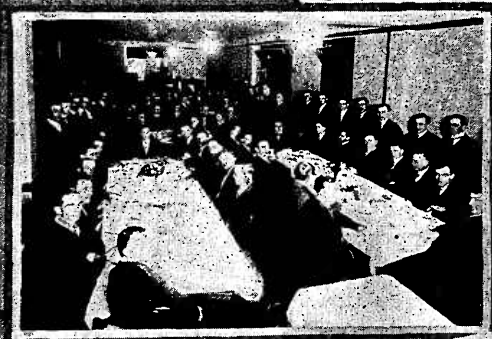
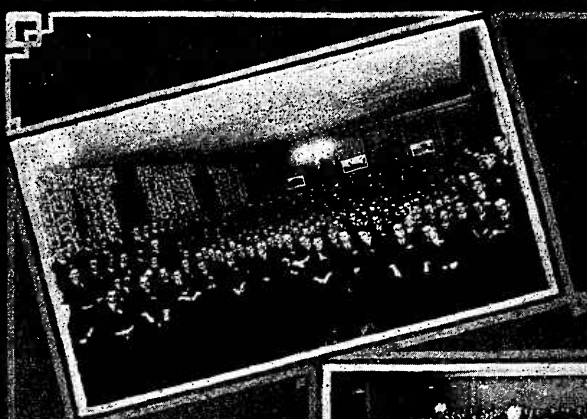


THE COLORED WORKER IN INDUSTRY

causes the standard of living of the colored people is often necessarily low; the death rate is about twice that of the white people; at least 40 per cent of them are illiterate. Their moral and economic needs are greater perhaps than any other group of people in America.

The raising of the economic standard of the colored people will have a distinct bearing upon their intellectual opportunities as well as upon their moral and religious life. The vast majority of the negroes in industry are classed as "unskilled." For this they are not entirely to blame, because they have been denied admission to many lines of work where skill was necessary and could have been developed.

There is an increasing demand for negro labor and the large number



of negroes who have migrated to the North have become at once both a liability and an asset to many of the northern cities—a liability if they are permitted to crowd into corners and drift into disease and crime through sheer ignorance of how to live and hold a job in the North; an asset if they are welcomed and taught how to become independent and productive citizens.

The Association should greatly extend its program of service for colored workers in industry. It has a unique opportunity to help promote fair dealing, sympathy, and real cooperation which will enable the colored worker to better his condition and make real progress in education, health, economic opportunity, and character. Many colored Associations in cities are serving industrial workers. The colored branch in Chicago has employed a full-time industrial secretary to meet the needs of these workers. Already twelve Associations for colored workers have been organized in connection with special industries outside of the cities, and plans are in progress for a number of additional buildings.

OCCUPATIONAL GROUPS

Foremen

Great changes in the organization of industry have come about in recent years, and reconstruction policies as a result of the war comprehend a new type of executive leadership from higher officials down through the ranks of foremen and so-called "sub-foremen." The department superintendents and the foremen of the future—that is, those who are interpreting at closest range to the rank and file of labor the policies of corporations—must be men of greater skill in trade technique, but especially men of wider and more genuine human sympathies. In short—the so-called "bosses" in manufacturing plants must be in fact personal leaders rather than drivers of men. The old slogan of industry—"Good low costs and maximum production at all hazards," to quote a prominent American operating official—is no longer in order. The new aim will be to secure the maximum of production at a cost that is in keeping with uniform good will and sincere cooperation between the supervising forces of industry and the masses of workers.

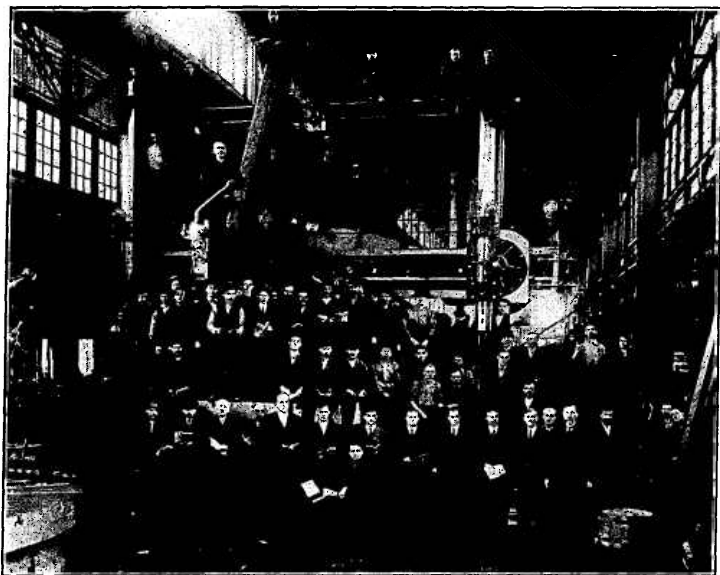
The Association has been finding great opportunities in helping to create this new type of leadership, but its work among this strategic group is just beginning.

It carries on its work through organizing foremen's clubs, arranging for special addresses to groups of foremen, interesting them in the work of

the Association and in plant service committees, the securing of their cooperation in reaching the boys in a factory and various other means.

Suggested topics for discussion at foremen's meetings are: "Industry and Democracy," "Health and Safety in Plants," "How Can We Help the Foreigner," "Larger Service with American Workers," "Relation of Home Conditions to Working Efficiency," "What Is the Importance of Recreation," "Larger Meanings of Thrift," "Better Uses of Leisure," "How to Handle Men," "Improving the Moral Tone of the Plant," etc.

In some plants the foremen meet on the basis of mutual instruction as well as for fellowship and social good times. Problems of the department



AMERICA'S SKILLED WORKERS

and the shop are discussed. How best to increase production and along with it efficiency and goodwill in the plant are questions that are thought through around the table. Special outlines are prepared for these discussions, including timely topics that will be of interest and of value to foremen groups.

Social functions attended by both foremen and men under them help to increase the respect of the foreman for his men, because he sees them

in a different light than in their working clothes, and catches a vision of the human side which makes for better understanding.

The Association movement is discovering new methods and programs of service for this most important group.

Skilled Workers

About 20 per cent of the industrial workers in the United States are skilled. Because these men are higher paid, less dependent and better educated than unskilled workers the Association is prone to overlook them. The importance of this group is increasingly evident.

The skilled worker is the influential factor in the councils of labor—or ought to be. In the days ahead it will be of vital importance that these most productive, most intelligent, and most American representatives of industry shall have the largest possible knowledge of the problems that concern industry and the issues that confront the nation. The Association can contribute to this end by cultivating closer relations with them. Special meetings should be arranged to discuss economic and social subjects under wise and able leadership, more social meetings that bring them to the buildings, more contact with their organizations, more special educational classes like those for automobile mechanics, and a larger use of these men on committees and as leaders in the Association's activities. These are among the forces that stand for the constructive things in the national life as against the destructive forces that would destroy the institutions the nation was founded to preserve.

The war has given the men who can make things a new place in the world's esteem. The Association should capitalize this fact.

Unskilled Workers

About 47 per cent of the country's workers are unskilled. This group of course includes many of the groups previously dealt with (foreigners, Mexicans, colored workers, etc.). It also includes many native Americans who, because of lack of opportunity or ability, have failed to rise higher than "blind alley" jobs. These men in particular feel the monotony of life and occupation. They need help along religious, physical, and educational lines and especially to qualify for some vocation. This is the neediest of all groups and the responsibility of the Association is therefore very clear.

Apprentices

The large number of boys and young men who are being trained by various companies for better positions is a real challenge to the Associa-

tion. The Association can supplement greatly the work of these companies in vocational and industrial education. Many companies are willing to have the Association handle the entire supplemental apprenticeship education of their employes. This arrangement is in force at the Westinghouse Air Brake Company at Wilmerding, Pa. These boys and young men who are still in their plastic years are particularly open to the all-round program of the Association. Most of them can be dealt with in accordance with the suggestions which follow in connection with boys under 21.



THE BOSS AND THE BOY

Boys under Twenty-one in Industry

Perhaps no field of service in industry is more fruitful than working boys under 21. Success has attended such lines of service as special shop meetings and Bible classes for boys, factory clubs, specially adapted educational work, noon hour recreation, Saturday afternoon hikes, the promotion of thrift, gardening, and first aid, social receptions at the building for boys, etc.

The promotion of the "Find Yourself Campaign" and the use of the "Self-Analysis Blanks" is urged. (Write Boys' Department, International Committee, for special information and secure blanks and other material from Association Press.) By this means hundreds of

employed boys have been helped to study their own character and adaptability, and with wise counsel led to determine their proper life work. The "Employed Boys' Brotherhood" helps to give ideals and activities which tend toward Christian growth and permanent character building. This Association organization of Employed Boys is proving to be a force as well as a field. Through the work of its members thousands of boys are being reached who otherwise would not come into contact with the Association. These boys are being helped to attain the ideals of the "American Standard Program" (See special literature on these subjects—Association Press, N. Y.).

Large advances have been made in enlisting and training competent leaders for groups of employed boys. These men have been drawn from the Association membership, from church organizations, from among business and professional men, able men from the factories themselves, and particularly the kind of college men whom the working boy naturally admires. The assistance of foremen and bosses is specially important.

A presentation of the boy problem to meetings of foremen followed by personal work in getting foremen to assume their real responsibilities in the development of the boy has been found of prime importance. Where this matter has been properly taken up, evil influences surrounding working boys have been eliminated, they have been helped to find the job for which they were fitted, and have been enabled to develop real Christian character.

Emphasis should be laid on helping these boys along cultural as well as vocational lines. Their responsiveness to cultural approach is really remarkable. (A brief statement of recent experiments in this connection will be found in *American Youth* for February, 1918.)

Special attention should be called to the needs of the foreign-working boy, standing as he does, between two civilizations—that of the Old World, typified by his foreign parents, and that of the New World, represented by the shop and street. The boy is often chief interpreter of the new to his parents and the prominence and semblance of power thus given him is not overgood for him. His spirit of independence is increased by his being sent to work at an early age. Many foreign boys are drifting away from parental control into the wrong kind of Americanism. On the other hand, some foreign parents are unsympathetic with the desire of their boys for "American" education and recreation, and in such cases the boy has a hard time of it. These boys can be instructed in English, American institutions, ideals, etc., and should be particularly helped to appreciate the best in the land of their parents as well as in America.

Problems of colored boys have been increased by recent emigrations to the North and the Association cannot resist the peculiar appeal of these boys in certain industries.

It is well to remind ourselves that there are about 4,000,000 wage earners up to and including 18 years in the United States. At least 2,000,000 others are at work between the ages of 19 and 21. How can we help every industrial boy, in spite of counteracting influences to

Believe in himself, his fellows, his country, and God?

Believe in being clean, honest, and reliable all the time?

Believe that every piece of work he does stands for him?

Believe that his ambition, optimism, education, and inspiration will largely determine his future?

Believe in an ideal—that he may “increase in wisdom and in stature and in favor with God and man”?

CHAPTER VI

SEVEN TYPES OF INDUSTRIAL WORK

1. Enlarging the industrial membership and increasing the use of Association buildings by the workers. Large numbers of industrial workers are usually within reach of the Associations' central buildings. As a rule, however, they use these buildings only where some special interest has been awakened by a direct definite invitation and by adaptation of the program to meet their special needs. These city Associations, occupying as they do by far the largest industrial fields, are demonstrating a most important type of industrial work, namely, adapting the premises, program and leadership in standard Association buildings so as to include industrial workers in the Association's service.

2. In a branch of a City Association, with a building located to serve industrial workers and supported by community resources.

3. In a building provided by a single industry or group of industries, supported jointly by employer and employees.

4. General Industrial Extension Work. Shop meetings, educational classes, recreation, social and economic programs, and other activities conducted among industrial workers outside of the building, usually without regard to membership. Such work may be done at any point where the workers can be assembled and may relate to their working, living, or leisure conditions. The cost generally has been borne by the Association, but there is an increasing willingness on the part of both employers and employees to pay the cost of work done in connection with their industries.

5. Organized Industrial Extension Work. This is led by an industrial committee with one or more industrial secretaries, whose budget is generally provided by the industries. Both the committee and the industrial secretary should always be responsible to the Board of Directors of the City Association. (See p. 40, "Suggested Steps.")

6. Plant Extension Work. A secretary attached to the staff of the local Association and giving all or part time to work in a single industry. Such a secretary has an intimate but not an official relation to the industry. His work represents the interest of both employer and em-

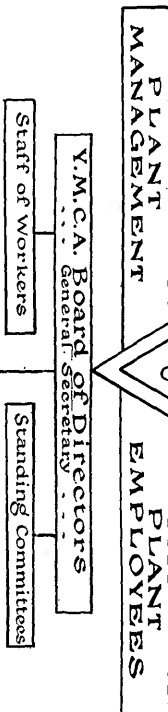
ploye, and he works under a plant committee composed of representatives of both. A plant employing 1,000 or more men is justified in using the full time of a secretary and in providing a budget which will be paid into the treasury of the City Association. Proper premises and equipment should be provided in or near the plant to secure the best results.

7. The System Plan—in which an industry having several plants takes the full time of a secretary to establish and supervise Association work in the several plants.



Y. M. C. A. ACTIVITIES
In Y.M.C.A. Building ... On Company Premises ... In The Community

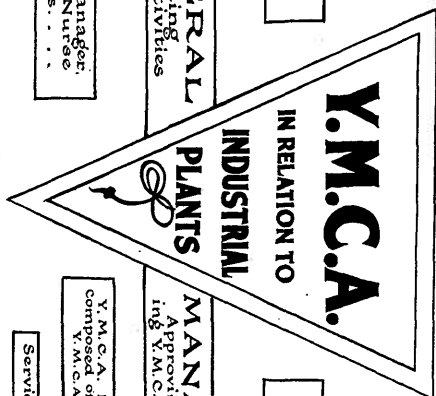
Gymnasium Athletics Active Games Contests Field Day Mass Activities	Physical	
Entertainments Banquets Table Games Social Gatherings Outings Music	Social	
Course of Study Class Work Lectures Gathering Trade Knowledge Vocational Guidance . . Public Speaking	Safety Education Health Education Mechanical Training Commercial Training Salesmanship . . . Business Management	Educational
English Citizenship Patriotic Rallies Conduct of Drives Our Government	Americanization	
Housing Home Gardens Combating Social Diseases Family Budget Cooperative Buying Food Values Home Amusements Publications	Home	
Savings Clubs Personal Budget Investments Conservation Personal Habits Good Buying Business Efficiency	Economic	
Mens Bible Classes Noon Meetings Open Forum Preaching Services Personal Help Church Extension	Spiritual	



DIRECTORS OF COMPANY
*Assistant President
 in charge of Industrial Relations.*

GENERAL
*Directing
 Plant Activities*

*Employment, Personnel or Service Manager,
 Safety Engineer, Doctor, Industrial Nurse,
 Superintendent, Foreman, Committees. . . .*



Y. M. C. A.
BOARD OF DIRECTORS
General Secretary

MANAGER
*Approving but not Directing
 Y. M. C. A. Activities.*

Y. M. C. A. INDUSTRIAL COMMITTEE
*composed of representatives of both Plant and Office
 Y. M. C. A. Industrial Society in Plant.*

Service Committees of Employees

Plant Activities

Conducted in the Plant

Y. M. C. A. Activities

In Y.M.C.A. Building - On Company Premises - In the Community

Reducing Labor Turnover Hiring Hours and Wages Job Analysis Placement Transfers Separations	Employment
Workmen's Compensation Safety Engineering Safety Committees Safety Rallies Safety Bulletins Fire Prevention Police Protection	Safety
Eliminating Occupational Disease Plant Dispensary Medical Care Nursing Attention Home Visitation	Health
Working Conditions Plant Inspection Toilets Washing Facilities Drinking Water Ventilation	Sanitation
Aid and Benefit Ass'n. Service Pensions Dining Room	General
Gymnasium Athletics Active Games Contests Field Day Mass Activities	Physical
Entertainments Banquets Table Games Social Gatherings Outings Music	Social
Courses of Study Class Work Lectures Gathering Trade Knowledge Vocational Guidance Public Speaking	Educational
English Citizenship Patriotic Rallies Conduct of Drives Our Government	Americanization
Housing Home Gardens Combating Social Diseases Family Budget Cooperative Buying Food Values Home Amusements Publications	Home
Savings Clubs Personal Budget Investments Conservation Personal Habits Good Buying Business Efficiency	Economic
Men's Bible Classes Noon Meetings Open Forum Preaching Services Personal Help Church Extension	Spiritual

CHAPTER VII

ESSENTIALS TO INDUSTRIAL EXTENSION

THE SUSTAINED INTEREST OF EMPLOYED OFFICERS AND BOARDS OF DIRECTORS

This is an absolutely essential factor in developing industrial work, and it usually results from three things.

First, a knowledge of local industrial conditions obtained usually by a survey of the field and its needs and resources.

Second, a knowledge of what is being done by other Associations. This is usually secured through personal interviews; study of reports and printed matter used by the Industrial Departments of local and state Associations and of the International Committee; attendance at industrial institutes, conferences and conventions; attendance at industrial summer school courses and institutes; following prescribed industrial reading courses; study of exhibits of Association industrial work; lantern and motion pictures on industrial subjects.

Third, successful experience in adjusting plans and arranging activities to fit industrial workers, such as creating within the building an atmosphere congenial to industrial workers. This is done by appropriate equipment and methods, and by showing the spirit of sincere fraternity toward industrial men and boys. An adjustment of fees to the economic level of industrial workers is accomplished by avoiding excessive fees for membership privileges; by use of the part-payment plan; by use of the "pay order" system (similar to Railroad Associations); by division of cost of membership between employer and employe (when conditions are favorable). An adaptation of the service of the Association through its activities within and without the building is necessary.

TRAINING AND USING VOLUNTEER LEADERS—THE NEG- LECTED ESSENTIAL

It is assumed that just as industry holds the needed financial resources, so industry holds the supply of men needed for lay leadership and service.

BY, AS WELL AS FOR, MEN

All real Association work is done *by* as well as *for* men. The test of success is not only "*What is done?*" but also "*Who does it?*" This ought to apply in industrial fields, for industrial workers are responsive to the call for service. They are also strong in their desire for self-expression and capacity for leadership. One danger always confronts the Association, viz., the desire to render *service to men* without a corresponding purpose to train *men for service*. The almost universal spirit of service engendered by the war makes it more imperative than ever that every Secretary realize his responsibility in this connection.

WAYS FOR USING VOLUNTEERS

Among the ways to use volunteers are the following—regular committee service, advisory committee service, commissions and investigations, leadership for special and temporary lines of work, delegated personal work.

DANGER OF SECRETARIALISM

The primary object usually is to get the work done; the natural question is, "who can and will do it best?" The modern secretarial mind turns automatically to the paid worker. He thinks that the year book will test his work in figures of work done rather than workers used. Today too large a number of the shop meetings, for example, are conducted by paid officers and overworked preachers, while lay evangelism languishes because it is easier to get a secretary or a minister to do the work than to discover, train, and supplement the volunteer layman.

TRUST THE AVERAGE MAN

Another danger is the tendency to assume that we may not expect a high standard of excellence in service from the average man. Our jealousy for the highest type of work sometimes prevents use of any but the unusually fit, with the consequent result of very limited service. The average layman may be less fit and not so reliable, but many of them will be quite as acceptable to the groups to be served. A shop man known for his integrity will be well received by his fellow shop men, even though his message may be crudely delivered. And a solo by the shop man whom they know is usually a drawing card. One must never forget that "stars" are usually made by training and careful supervision of "average" men.

THE EMPLOYED OFFICER'S RESPONSIBILITY FOR THE VOLUNTEER

Enlarging the place and power of the volunteer is a function of the employed officer. If in the past he has unintentionally displaced the volunteer, it is appropriate that he should make amends for the future, and there are signs that this is beginning. Note, for example, what is being done in Boys' Work by the non-equipment plan and the new stress upon service by boys. The County Work is fighting a hard but winning battle to magnify the volunteer leader in the rural world. The Student Work is tying the college student and graduate to some form of volunteer service. The Industrial Service Movement is enlisting engineering and other students by the hundreds to do a work and get a training that is invaluable. And in the city and town Associations a new impulse toward extension work with volunteer service is clearly seen. Let the Associations in industrial fields set a high standard in the training and use of volunteers.

The employed officers in industrial fields might well

REMEMBER

That the successful Association is a laymen's organization.

That there is an influence exerted by volunteer work which does not attach to paid or professional work.

That the great test of the paid officer's efficiency is the question "By whom was the work done?" as well as "What" and "How much."

That every man is a real or potential leader of somebody and in some direction.

That it is decidedly worth while to mingle the
Officials and the rank and file

The white collar and the flannel shirt

The educated and the unlettered

The experienced and the novice

The native born and the foreigner

The cock-sure college man and the skilled worker from the University of Hard Knocks.

Each can serve the other and there never was a time when such intercourse was more needed by industry, society, and the Kingdom. Can the Association help make Industrial Democracy real?

TRY TO

Use the average man—he is in the majority.

Give the busy man a chance—he needs the work.

Match the work to the worker.
Make it appeal.
Show him how to do it—tell him afterward.
Give the worker a choice of varieties of service.
Give the work a time limit—avoid endless jobs.
Give him authority with responsibility.
Give him due credit for work done.
Encourage him and supervise his efforts.

NOTE: The Industrial Service Movement, for enlisting engineering students and others for service among industrial workers, opens a rich field for securing and training volunteers, and illustrates the effectiveness of a comprehensive plan for volunteer service. (See p. 59.)

SUGGESTED STEPS TO BE TAKEN IN ESTABLISHING INDUSTRIAL PROGRAM OF A CITY ASSOCIATION

The basis of Association work in industry being one of mutuality, it is necessary that the interest of both employers and employes be cultivated from the start and that both become intelligent concerning the purpose, ways, means, program and financial support of the work. Local conditions should determine whether the first approaches can best be made separately or jointly.

FIRST

Make sure that the need is real and that the employes will cooperate.

Call a luncheon or dinner conference of leading employers of labor at the club or hotel where they will feel more at home than they sometimes do in the Association building. Have two men, an Association secretary and a prominent business man, tell what the Association has done elsewhere in industrial work in similar situations, and indicate what could be accomplished in that city. Give opportunity for questions and discussion. Suggest the amount of money necessary to cover the initial budget including salary and expenses of one or more industrial secretaries. Suggest that this amount be contributed by the industries or interested individuals. At the meeting a committee should be appointed to follow up the matter, and secure a proportionate sum from each plant or individual interested. Sometimes this committee will consent to become the permanent industrial committee.

Explain that the duties of the industrial committee are (1) to open the doors of opportunity in industry by their influence, (2) to finance budget

through the resources of industry, and (3) to direct the policy and supervise the program of the Industrial Secretary. Be sure to put up a proposition big enough to interest big men. It is often easier to secure a budget to cover the salary and expenses of an industrial secretary, and specialists for Americanization, educational and physical work, than it is to secure a budget for just one man. In other words, \$10,000 to \$15,000 may come more easily than \$3,000, because it seems more adequate to meet the need.

Have the budget underwritten for two years in advance.

Secure a strong secretary as soon as possible after the budget is assured.

The Industrial Secretary should work with employers and employees, and promote activities from the very beginning as much as possible through industrial committees composed of members selected from all groups to be served.

SECOND

After careful and thorough conference between the general secretary and the industrial secretary a staff conference should be called at which the industrial extension secretary should be formally presented by the general secretary to the other members of the staff. At this conference a statement should be made concerning the relationships between the departments and the industrial work.

Note A.—In outlining the relationships which should exist between the secretaries, it is well to keep in mind the Association's obligation, to serve the men and boys of the entire community and to carry to them the all-round message of the Association which requires the cooperation of all departments.

Note B.—The Industrial Extension Secretary should carefully study his field, consulting his city map, the United States Census reports and all other available information. He should visit every section and plant of the city so as to become acquainted with the factory and community groupings of the industrial workers. He must have an intelligent knowledge of the recreational, educational, civic, business and religious institutions of his city.

THIRD

The Industrial Committee should arrange a dinner meeting for those employers, superintendents and foremen and representative workingmen

whom it is desired to interest. The plan of the Association should be stated in a convincing address by one competent to speak and preferably from outside the city. If this group can be formed into a permanent organization for monthly meetings it will prove a valuable medium for promotion and support. Meetings may be made attractive and valuable by providing practical addresses and discussions. Such meetings must be high grade and practical if they are to win.

FOURTH

Before making a definite approach to plants or communities, a full knowledge of facts is necessary. One of the most valuable things that



A SERVICE COMMITTEE MEETING

can be done in approaching a factory is to get the street addresses of the employees. (The names are not necessary until later.) Place pins in the city map showing where the employees live. Such a study will help in making a presentation to employers and often will point the way to an intelligent program of activities.

FIFTH

Service Committees should be organized in various plants and communities beginning with those that are most responsive. The secretary should go directly to the operating executive of the plant, lay the proposition before him, and ask permission to secure a committee of from three to fifteen, according to the size of the plant, to cooperate in this work.

The success or failure of the movement usually depends upon this Committee, therefore they cannot be too carefully selected. The Committee should be composed first of all of live wires and if possible clean Christian men who will take an active interest in the fivefold program. The Service Committee should include sympathetic and intelligent foremen, workmen and prominent men among the foreigners who stand well with their fellow workmen. They should be discovered by advising with shop leaders and the managers and with the men. Then they should be enlisted. Their appointment should come from the Association.

After the work has become established so that the men know it well, these representatives may be nominated or elected by the men themselves. After the appointment the Committee should be called together at some convenient time by the Industrial Committee who should also invite the plant executive. His presence will aid materially in having the men understand that the company is interested. The Industrial Secretary should carefully explain the program and give each man the opportunity to think it through carefully before deciding whether or not he wishes to remain a member. This sometimes eliminates undesirable criticism.

The Service Committees should meet with the Industrial Secretary present, but should function as independently as possible. It is important to have the committee feel that it is actually doing the work.

In meeting this Committee have some one definite plan to propose which may be started upon immediately. This will make the work clear in their minds and enable them to see that real results are expected. It is well to remember that the average shop man is a practical man who must be given practical things to do if he is to succeed as a committeeman. This plan might be a shop meeting, a thrift campaign, an athletic league, teaching of English and Americanization, shop meetings, mass athletics, recreation and shop singing or some other form of service.

SIXTH

Careful and complete records of all financial transactions should be kept. Also records of meetings, attendance, speakers, results of athletic games, records of individual players, etc. Records should also be available of committees, foremen and leaders in different activities with addresses and telephone numbers.

Care should be exercised to bring these records and reports before those interested, both employers and employees. Typewritten and printed reports, well illustrated, should be issued from time to time.

SEVENTH

After sufficient experience has been secured it will be well to outline a definite program for the year and place it in the hands of each member of the committee.

OUTLINE OF MODERN INDUSTRIAL SERVICE PROGRAMS

Secretaries' schedules will differ. Here is a diary of a typical week's work of one Industrial Extension Secretary:

Monday morning—office work. Monday afternoon—trip through plants to enlist students in Educational classes. Monday evening—Service Committee meeting at Y. M. C. A.

Tuesday morning—office work. Tuesday afternoon—Shop Service Committee meeting to make plans for Educational Classes and Shop Social.

Wednesday morning—office work. Wednesday noon—religious shop meeting. Wednesday afternoon—interviews with men in plants concerning starting of Athletic Leagues. Wednesday evening—Foremen's Banquet.

Thursday morning—interviews with different members of the Staff of the Y. M. C. A. to connect up work of the Department. Thursday afternoon—Service Committee meeting followed by Educational Campaign among men of shops. Thursday noon—religious shop meeting. Thursday evening—Athletic League.

Friday morning—Shop Service Committee meeting. Friday noon—religious shop meeting. Friday evening—shop social.

Saturday morning—office work. Saturday evening—Athletic League. Educational classes would also be held on various evenings during the week.

This is a statement of one month's activities in one Association: Horse-shoe League, 32 teams, 64 men playing four weeks. Noon hour recreation, Volley Ball, Indoor Base Ball, 75 men. Four Shop Meetings of Sectional Type, 250 average attendance, total 1000. Four Service Committee Meetings, average attendance 8, total 32. Two Shop Socials, average attendance 175, total 350. Bible Study Classes, four sessions, total attendance 72. These activities will be carried on in main by members of Service Committees who would have charge of various events, the Industrial Secretary acting in a supervisory capacity.

A NEW ENGLAND ASSOCIATION PROGRAM FOR 1919-1920

The following specially selected program is further illustrative of the possibilities of the Association work extended into industry:

I. MUSIC

1. Noon Shop Sings
2. Mass Community Sings
3. Training Song Leaders
4. Developing musical talent in shops and among workers. Orchestra, bands, glee club.
5. Sings at Dinners, Conferences, etc.
5. Civics Classes Preparing for Citizenship
6. Aiding with Naturalization Papers
7. Lectures and Entertainments
8. Community Activities

II. SOCIAL AND ENTERTAINMENT ACTIVITIES

1. Industrial Open House
2. Motion Pictures and Slides Talks
3. Shop Entertainments
4. Fellowship Supper
5. Dinner Conferences
6. Community Dances

III. EDUCATIONAL ACTIVITIES

1. Elementary and General (Cultural) Subjects
2. Trade and Technical Courses for Shop Workers
3. Vocational Guidance
4. Guidance as to Earning, Spending, Saving, Investing, Giving
5. Exhibits
6. Health and Hygiene Talks—Sex Hygiene Education
7. Culture, Nature Study, Current Topics
8. Literature and Reading Courses.

IV. AMERICANIZATION

1. Americanization Committee
2. Cooperating with Industrial Service Movement in Yale
3. Teachers' Clubs
4. English Classes

V. PLANT EXECUTIVES' ACTIVITIES

1. Monthly Dinners with Addresses on Personnel Problems in Industry
2. Courses in Modern Production Methods and Industrial Organization
3. Promoting Service in the Shops, Community, etc.
4. Outing and Field Events

VI. PHYSICAL ACTIVITIES AND SPORTS

1. Rest Period Exercises
2. Intershop Bowling, Basket Ball and Volley Ball Leagues
3. Meets and Outings
4. Games
5. Exhibitions
6. Industrial Baseball League
7. Field Days. Track Meets
8. Industrial Tournaments
9. Classes Gym, Boxing, Swimming

VII. ACTIVITIES FOR BOYS

1. Employed Boys' Gym Classes
Unemployed Boys' Gym Classes
2. Swimming
3. Clubs for Working Boys
4. Open House for Employed Boys, Music, Games, Inspirational Talks, Swim
5. Hikes and Outings
6. Athletic Meets
7. Baseball Games and Leagues

VIII. INSPIRATIONAL ACTIVITIES

1. Character Talks
2. Inspirational Mass Meetings
3. Discussion Groups
4. Life Problem Clubs
5. Personal Interviews
6. Visitation

WHERE?

In the Plant
Out Doors at the Plant
In Available Auditoriums and Clubs
In the Parks
At Athletic Fields
At the Shore and Country Resorts
In the Central Y. M. C. A. Building

WHO DOES THE WORK?

Y. M. C. A. Staff
Industrial Committee
Plant Committees
Volunteer Leaders from Community and Plants
Engineering Students

WHEN?

Noon Hours
"Y. M. C. A. Nights"
Evenings
Saturday Afternoons
Holidays
Rest Periods

HOW MUCH WILL IT COST?

From 2/10 to 5/10 of 1% per Yearly Wage
or per Total Pay Roll.
Employees as well as Employers Contribute

FOR WHOM IS IT DONE?

Men Employees
Women Employees
Boy Employees
Girl Employees
Foremen
Employers

Note:—This program was multigraphed on a legal size sheet of paper and used in interesting employers and business men in the Association Service to Industry.

THE ASSOCIATION SECRETARYSHIP IN INDUSTRY

Trained and capable leadership is essential to the successful development of the Y. M. C. A. service in Industry. The successful secretary must know how to approach both employer and employee; enjoy the confidence of both groups and know men as well as methods.

Training Methods

In addition to the natural qualifications which a secretary should have, he ought to take a special course of reading, as indicated on page 150, and attend one of the special industrial courses provided at Association Colleges at Chicago and Springfield, and at the various summer schools conducted at Asilomar, California; Seabeck, Washington; Estes Park, Colorado; Blue Ridge, N. C., Lake Geneva, Wisc.; and Silver Bay, N. Y.

Another increasingly valuable form of training is accomplished by visits to representative Industrial fields where the best types of Association work can be seen. Two or three day visits at different points or a longer stay in one Association in daily close conference with the staff will prove to be a valuable source of information as to policies, methods, program, safeguards, dangers, etc.

Qualifications of the Secretaryship in Industry

The standard of the secretaryship is high, demanding strong Christian character, conviction, sound business sense and cooperation.

The secretary should be a man's man, possessing a practical and discerning mind.

The secretaryship in industrial fields is a major position. Candidates should be all-around Association men having a working knowledge of several departments.

The Industrial secretary should radiate confidence and friendship, have a deep sympathy with Industrial workers and a real passion to help them. Without this he cannot be genuine—and without genuineness he cannot long enjoy that which is fundamental to success—the confidence of both employer and employee.

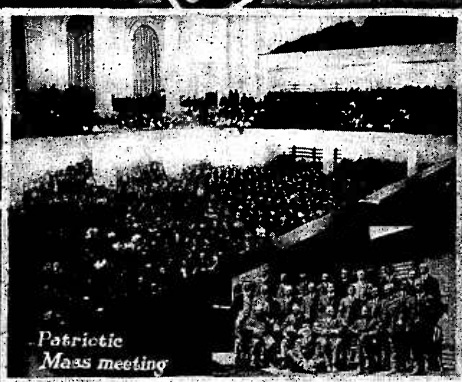
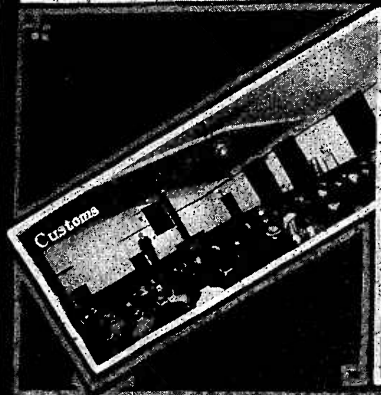
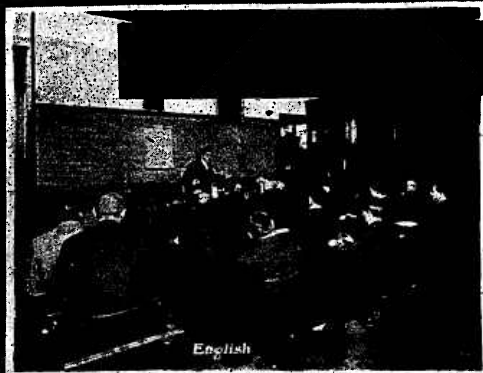
He should subscribe fully to the Association's objective in Industry—the *development of Christian Character*.

He must see clearly that the place of the Association in Industry is in the "Zone of agreement between employer and employee" and not in the realm of their differences.

In the organization, promotion and execution of the Association work in Industry, careful consideration must be given to industrial conduct and conditions. It is important that the secretary be "industrially minded"—feel at home in the plant atmosphere, have a first-hand knowledge of industry and industrial conditions and tendencies and be familiar with plant management.

He must distinguish between Association work and welfare work as the latter term is commonly understood in industry.

This secretary should have an antipathy to dirt and recognize cleanliness as a constructive as well as a safety device.



CHAPTER VIII

AMERICANIZATION

America stands for positive principles laid down by the founders of the Republic. It stands for human equality and justice, for brotherhood and liberty, for self-government and freedom. These principles dominate an area of more than three million square miles in North America and find expression in "Government of the people, by the people, and for the people." Into this country come peoples of every civilized nation under the sun. Some of these have lived under a democratic form of government in the old world; the majority have lived in lands dominated by tradition and autocracy, bureaucracy, and imperialism, and need help to understand the ideals of American democracy. The purpose of the



THE ANGLE ENCLOSES THE IMMIGRATION ZONE

Americanization movement is to graft all peoples of foreign birth on the American democratic tree, that its fruit may enrich this and all other lands.

The men serving in the Americanization forces should qualify in the following points:

KNOW YOUR FIELD

There are about 15,000,000 foreign-born peoples in the United States. They are not distributed equally over its 3,000,000 square miles of territory. Eighty per cent are found in the "Immigration Zone," the other twenty per cent are scattered west of the Mississippi and south of the Ohio Rivers. Our first duty then is to find out whether or not we have foreign-born neighbors. If we have foreign-born men and boys in our town, our next step is to find out to what group or groups they belong. Are they Asiatic or European; Latin-American or Spanish; Slavic or Romanic; Chaldaic or Teutonic; Celtic or Saxon. Peoples differ as widely as the lands from which they come and the capable leader in Americanization studies his neighbors and shapes his program accordingly.

The wise leader will study the background of the peoples whom he serves, know something of the achievements of their fathers, the present economic and social status of their country, its form of government and religion, and its importance in the immigration inflow.¹

He will study the needs of foreign-born men in America, get acquainted with their leaders, with the officers of their clubs and societies, call on their religious leaders, lay his program for Americanization before them, and ask their advice on how best to project it. Patriotism knows no creed or tongue and a sincere effort to make sympathetic Americans of the foreign-born, will be supported by every genuine patriot.

He will find out where the men work, what their working conditions are, the attitude of the employers toward them and toward his program and what, if any, are their shortcomings as wage-earners.

He will know what other agencies are at work in the town on Americanization. He will study their work, be ready to cooperate, but will never let anything obscure his vision of the Association's opportunity to render service to the foreign-born.

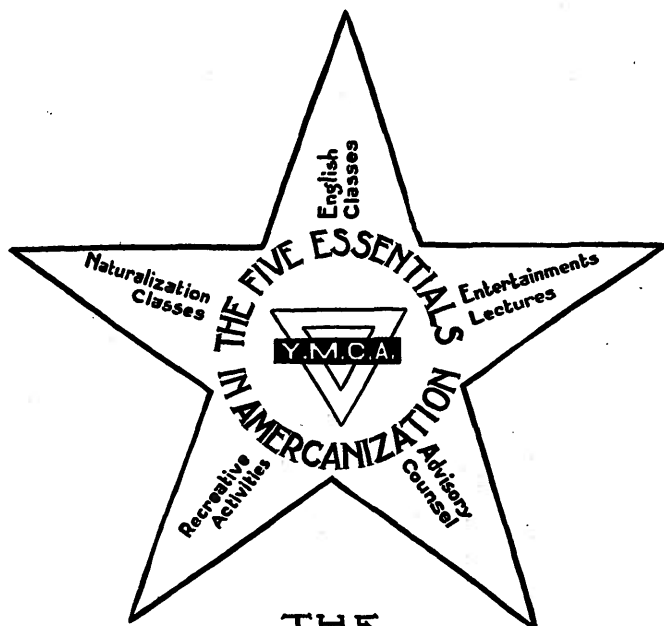
HAVE A DEFINITE PROGRAM OF WORK

The Americanization program is twofold: the one part facing the native-born, the other the foreign-born. The former aims to bring to the English-speaking a knowledge of what the foreign-speaking peoples are, what their ancestors have accomplished in the progress of the world, how the immigrants can contribute to the well-being of America, how they can best be handled, and how essential it is to have the proper attitude of mind in the native-born in the work of assimilation. The

¹"Immigrant Races in North America"—Roberts, Association Press.

latter aims to bring American ideals to the foreign-born, to help them adjust their lives to a new environment, to know what the American standards of life and work are, to learn what advantages America has to offer them and their children, and what America demands of all her children, that liberty may be perpetuated among men.

To carry out this twofold program, we suggest:



THE STAR of HOPE Of American Democracy

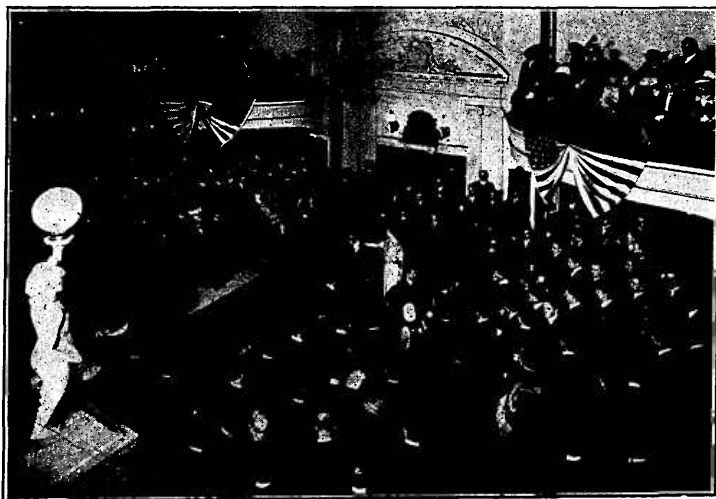
For the Native-born

The organization of an industrial committee made up of employers and superintendents, to meet once a month to consider questions, such as possible world labor supply, the thinking machine of labor, the relation of race to labor efficiency, the racial qualities of immigrants, the best way to prepare foreigners for American industries, etc.

The organization of foremen and sub-foremen in a club to meet once a month. These meetings will major on the problems relating to "hiring and firing men," such as the economic background of immigrants,

the right approach to the foreign-born worker, the relation of democracy to working conditions, the interdependence of industries and communities, the physical variations in immigrants, the relation of home conditions to industrial efficiency, the ties that bind men, etc.

The organization of a committee of workers for the projection of lectures, illustrated talks, and motion picture entertainments among the English-speaking workers. These should bring the message of democracy to the workers on such subjects as the constituent elements in America, the meaning of the Declaration of Independence and inter-



LEARNING OF AMERICA

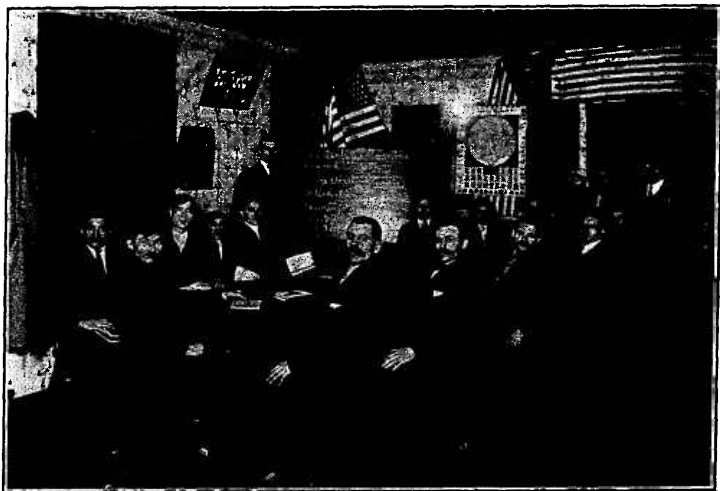
nationalism, the international character of labor, the new interpretation of brotherhood, has humanity a common origin, what makes a race strong, the composite elements of the Anglo-Saxon, the place of production in race success, etc.

A selected list of speakers, illustrated lectures, motion picture films, specially designed to meet the needs of the three groups previously mentioned.

The organization of teachers to be trained in teaching foreign-born men in English and naturalization. These to meet at least once a month for the exchange of ideas, inspirational talks, and fellowship. The standard courses as issued by Association Press, "English for Coming Americans," etc., offer a common basis for unification and standardization of methods.

For the Foreign-born

The organization of a Cosmopolitan Committee made up of the leading representatives of the foreign-born in the industries. These men to meet once a month to consider problems such as the needs of the foreign-speaking peoples, the wrongs of the foreign-speaking and their remedies, the best ways to meet the needs of immigrants, the relation of clubs and societies of foreign-born men to the community, the best avenue of self-expression to foreign-born men, the points of difference in the Old and New World civilization, the influence of America on Old



ENGLISH CLASS IN A FOREIGNERS CLUB

World conditions, the organization of clubs for the sons of foreign-born men, the influence of America on the foreign-speaking home, etc.

An organized and systematized presentation of the Americanization program to all foreign-speaking lodges and societies, as well as the preparation of special articles for the foreign press bearing on such questions as: America's cosmopolitan population, the welding of nations in war and peace, ideals of American democracy, why America is the land of opportunity, the lure of America, educational advantages of America, American democracy and world democracy, the importance of assimilation to the foreign-born, contributions made by immigrants to America, contributions of America to foreign countries, how foreign-born men can best help America, the importance of English to the foreign-speaking, etc.

Organization of classes in English and naturalization. These to be conducted in centers most convenient for the men. The courses in "English for Coming Americans" and in "Civics for Coming Americans," issued by Association Press, are recommended. The class should not number more than fifteen. The men learning English should meet twice a week, those studying civics should meet once or twice a week. The sessions should not last more than an hour and a half; good work has been done in half-hour sessions at noon, three times a week, in industrial plants.

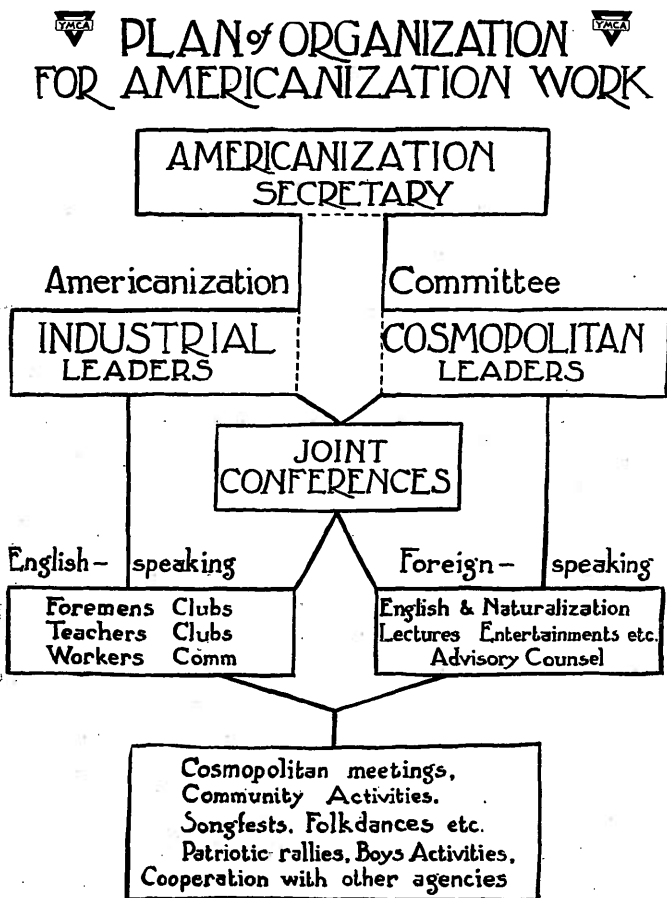


A PAGEANT OF ALL NATIONS

A well-organized program of lectures and entertainments, physical and recreational activities to be planned for foreign-speaking men and their sons. A lecture or entertainment to be given at least once in two weeks during the fall, winter, and spring months. In the summer months these can be given in the open. The subjects should vary according to the needs of the community; entertainments should be given by the several races; health and recreational activities should be planned for groups of men and boys. The love of humor and amusements should not be forgotten. Suggested lists of subjects for lectures, illustrated talks, films, etc., will be sent on request.

A song fest of all nations or a cosmopolitan community meeting should be held at least once a year. Pageants may prove very successful. These efforts should bring groups of all peoples in the city to a meeting

in which representative songs, folk-dances, choruses, plays, etc., would be presented. The objective is to help the several nations to appreciate each other and in the spirit of emulation to cooperate in working for the good of the community and the industry, of the state and the nation,



of humanity and the Kingdom of God. The welding of the nations to the American stock can only be done by intercourse, sympathetic contact, mutual esteem, and an abiding sense of the common brotherhood of man.

The organization of an advisory board to give friendly advice, free of charge, to foreign-born men. The alien often suffers wrong and

knows not where to turn for relief. A group of sympathetic men, versed in community affairs and having some knowledge of the laws touching the relations of foreigners in America, can be of great service to foreign-born men by giving them advice in perplexity and righting wrongs perpetrated upon them by sinister men.

Have a Plan of Operation

The plan or organization for the projection of the program outlined is illustrated in the diagram:

Americanization cannot be delegated to a committee—it must be in charge of a secretary. Best work is done when a man is hired for the work and gives all his time to it, although good work has been done by men who give part time to it. The secretary should work through the industries and form a committee on Americanization from among the leaders in the industries and leaders among the foreign-born. These two groups as suggested in the program, should have meetings of their own, but they should also hold joint conferences to plan work for the promotion of Americanization.

When the work of Americanization is carried on in many plants, there should be an Americanization committee in each plant, the chairman of which should be ex-officio a member of the general Americanization committee. The several activities of the twofold program can best be carried on by sub-committees to which are assigned specific tasks. The activities for the English-speaking men may be carried on in the regular City Association building; those for the foreign-speaking may best be carried on in the neighborhood where they live.

To do this work well, a building, modeled after the army cantonment type, should be thought of in conjunction with the service rendered these men, in which they could find instruction and amusement, recreation and fellowship. If a plant building is used to house the activities, every part of the two-fold program should be carried out in it. The native and foreign-born should be brought together on specially planned occasions, and neither race nor tongue should be a barrier to the solidarity in the personnel of the plant for which the secretary should work. Both discretion and patience must be exercised in the effort to weld the several peoples of an industrial plant into one harmonious and cooperative brotherhood working toward one great end. It was done in the World War and it ought not to be impossible in industry in times of peace.

The secretary should never lose sight of the community. Every worker in the industry lives somewhere and the strongest ties of his life bind him

to the home. Wife and children are the great controlling forces in the lives of the foreign-born as in those of the native-born, and the foreign-speaking man will never steadily adhere to American standards if his home remains foreign. Hence, the wise secretary, carrying out his Americanization work in the plant, will never be satisfied to stop at the fence or the gate. He will carry his work to the community and use the men he has known and worked with in the industries to carry his message of Americanization to the members of the community where the foreign-born live.

Song fests, community meetings, cosmopolitan gatherings and patriotic rallies should be projected on a community basis rather than by industries. Work well done in the industry will react upon the community and vice versa. The moral barometer in the plant will never rise if that of the community goes down. The interdependence of work and play, bread and patriotism, earning and learning, shop and school, should never be forgotten by the secretary doing Americanization work. And underneath and over all plans and purposes should be the spirit of the Christ, who in himself binds together all things, whether they be things of earth or heaven.

(For further information write Americanization Bureau, Industrial Dept., 347 Madison Avenue, New York.)



A STREET LECTURE

THE INDUSTRIAL SERVICE MOVEMENT



BRINGS TOGETHER
the Volunteer Leader
and Industrial Worker
to
their
MUTUAL BENEFIT

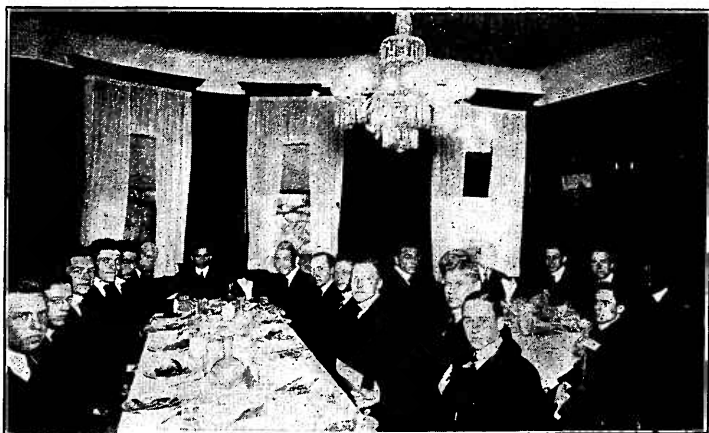
CHAPTER IX

THE INDUSTRIAL SERVICE MOVEMENT

Discovering Volunteer Leaders—Enlisting Coming Engineers and Potential Industrial Leaders—Linking the Student and City Associations.

PURPOSE

The general purpose of the Industrial Service Movement is to discover, enlist, train, place, supervise, and make efficient, volunteer leaders in various lines of service with working men and boys. For very far-reach-



VOLUNTEER LEADERS CONFERENCE

ing reasons special emphasis is placed upon enlisting college students and graduates, many of whom will probably be the influential industrial leaders of the future. In fact, the movement endeavors to help move the colleges closer to industry, with all that this may mean.

The man who handles men stands at the focus of the whole industrial situation. He is related to the two great forces in modern industry—capital and labor. He should understand both points of view, and he is whom the Industrial Service Movement especially aims to develop, by enlisting him while yet a student and bringing him into contact with industrial conditions and industrial workers.

Experience proves that men interested in this work at college go out into the larger world with a new vision, a new attitude and sense of responsibility, and their resolution to render service leads them into many lines of helpful activity in their respective professions. Engineering students are specially appealed to, because of *their influence in the industrial world after graduation*. These men will largely determine whether conditions shall be good or bad, and whether the human factor will be given fair consideration. All of these men, as well as those from business and other courses, should become in reality "human engineers" in the largest sense of the term. They should become men who can understand the points of view of both capital and labor, and who believe that the prob-



A STUDENT TEACHER AND HIS CLASS

lems of industry can be solved by justice, mutuality, good will, democracy, and Christian character in both employer and employe. The nation's hope is in these coming leaders who possess such essential qualities of success. The development of these men of Christian character, with their continually increasing capacity for Christian service, is the ultimate purpose of the Industrial Service Movement.

These leaders will, if rightly enlisted, cooperate with the City and other branches of the Young Men's Christian Association wherever they go, and in many cases will be in position to promote the organization of Associations in connection with their industrial operations.

The many types of industrial service activities make possible the use of many volunteer leaders with varied abilities. The world can never be "safe for democracy," nor will democracy be "safe for the world," until

the right kind of men are trained for national as well as for local leadership. This Movement therefore affords constantly enlarging opportunity for self-expression and experience, and thus develops the right kind of leaders for the nation's future.

PRINCIPLE

Fraternity—not to “go down” to help industrial workers nor to ask them to “come up and be helped,” but rather to go *with* them in a spirit of commonsense brotherhood and service.

METHODS

Bringing college men and industrial workers together under Association auspices to their better mutual understanding and for their mutual good.

Putting volunteer leaders up against real opportunities for the kind of service which appeals to them—teaching foreigners English and citizenship—instructing American workingmen in technical subjects—leading clubs of working boys, etc. There are possibly as many varieties of service as there are human needs. There is opportunity for every leader's peculiar ability to assert itself, in any way that is *real*.

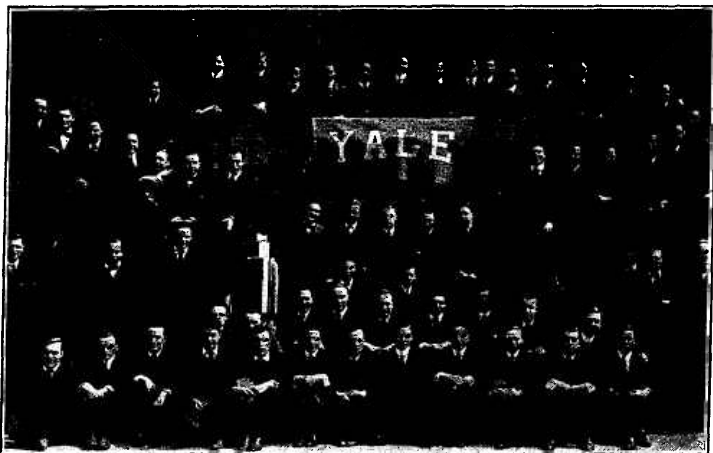
Sources of Volunteer Leadership

- a. Older boys and men in the Association membership, especially dormitory men.
- b. Members of Church Brotherhoods and Bible classes.
- c. Industrial leaders and business men—each along the line of his own interest.
- d. Professional men—ministers, lawyers, physicians, dentists, engineers, teachers, artists, musicians, etc.
- e. Wage earners—men of the shop for shop men.
- f. Civic officials representing health, fire, charities, police, and other departments.
- g. Labor leaders and officials.
- h. Representatives of social agencies.
- i. Competent men of the leisure class.
- j. College men—students and graduates. Also students in the city for the season.
- k. Returned soldiers—they have learned to sacrifice.

Motives of Volunteer Leadership

- a. Expressing one's Christianity in social action.
- b. Paying back the debt one owes for his education.
- c. Interest in less fortunate members of society.
- d. Helping solve the nation's problems.
- e. Coordinating social theory with actual practice.
- f. Self improvement and self development.
- g. Acquiring valuable experience for one's life work.

A man may enlist for volunteer service from one or more of these motives. There may be other motives. In any case it is well to



ONE UNIVERSITY'S CONTRIBUTION TO INDUSTRIAL SERVICE

size up the prospective leader and appeal to his interest in the best possible way. *Almost anybody will work for pay, but it takes a good sized man to work for nothing!*

How to Interest Prospective Leaders

- a. A service committee to promote the work—the "hand-picked method."
- b. Addresses on industrial and social problems by employers, labor men, professors, social workers, Association secretaries, and others.
- c. Weekly discussion groups on these questions.

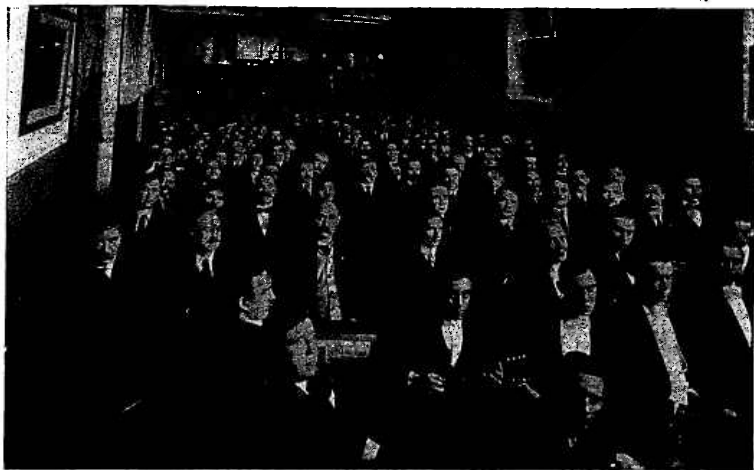
- d. Reference library of books and pamphlets, portraying these problems and needs. (For suggestions see Bibliography on page 150, and List of Pamphlets on page 138.)
- e. Publicity—bulletin-boards, articles, exhibits, surveys, etc.
- f. Visits to factories, work centers, and homes.
- g. Starting something and having men see it.
- h. Use of special pamphlets, etc. (available on request).
- i. Debates on industrial and social subjects.
- j. Special stunts—mass meetings of foreigners, working boys, etc.
- k. Helping various groups select their own leaders.
- l. Making a brief survey and showing the facts.

How to Make the Work Efficient and Enduring

- a. Holding special training groups.
- b. Holding regular meetings of leaders and substitutes.
- c. Insisting on regular written reports (see sample forms published by Association Press).
- d. Using helpful questionnaires with leaders.
- e. Urging leaders to do an *all-round work*.
- f. Not being satisfied until your constituency has had the deepest things of life presented.
- g. Watching for spiritual reaction in your leaders and conserving it. (See also p. 37 on using volunteers.)

Helps to Efficiency

- "Educational Classes and Other Service with Workingmen." F. H. Rindge, Jr. Association Press. 20 cents.
- "The College Man's Opportunity." Revised Edition. Industrial Department, 347 Madison Avenue, New York.
- "In a Box Car." Industrial Department.
- "Found in a Black Chest." Industrial Department.
- "Seeking Men and Finding God" (spiritual reactions from service). Industrial Department.
- "How It is Done." Industrial Department.
- "Volunteer Service among American Workingmen." Industrial Department.
- "How Volunteer Leaders Can Help the Industrial Boy," and other pamphlets. Industrial Department.



AN ENTERTAINMENT IN A LABOR UNION

- "Suggested College Course on the Human Side of Engineering." Industrial Department.
- Series of short story illustrations of industrial service. Industrial Department.
- "Goal for a Local Field," and other mimeographed suggestions and literature. Industrial Department.
- "A Plan of Building and Extension Work among Employed Boys." C. C. Robinson. Association Press. 25 cents.
- "Christian Teaching on Social and Economic Questions." C. C. Robinson. Association Press. Pamphlet 10 cents, book 50 cents.
- "Volunteer Social Service by College Men." Association Press.
- "Service Visits." A. M. Trawick. Association Press.
- "Clubs and Other Work with Boys." D. R. Porter. Association Press. 10 cents.
- "American Standard Program." Association Press. 20 cents.
- "Find Yourself Campaign." Association Press. 5 cents.

Magazine articles by Fred H. Rindge, Jr.:

"Self-Interest or Social-Interest in Business." *The Square Deal*, July, 1915.

"The Human Factor." *Factory*, January, 1918.

"Our Responsibility for the Boy Who Works." *Social Service Review*, January, 1917.

"College Students Humanizing Industry." *World's Work*, March, 1914.

"From Boss to Foreman." *Industrial Management*, July, 1917.

"Uncle Sam's Adopted Nephews." *Harper's Magazine*, July, 1918, and others.

"Outlines of Courses of Study." G. B. Hodge.

"First Aid to the Injured." (Industrial Edition) Lynch. Association Press. 30 cents.

Topics and Outlines for Shop Meetings. Association Press. 25 cents.

"Community Extension." Latshaw. Association Press. 10 cents.

New courses for coming Americans. Roberts. Association Press.

Thrift leaflets. Association Press. 30 cents for 100.

Special exhibits, slides, motion picture reels, etc.



A VOLUNTEER'S CLASS FOR COLORED BOYS

SOME RESULTS—SECURED AND TO BE EXPECTED

Thousands of men from many sources have been used as volunteers in hundreds of Associations, with marked success. In a single year there have been as many as 4500 students from 200 colleges, largely in engineering and business courses, who have been regularly engaged in various forms of volunteer service with industrial men and boys. These men have reached 100,000 workers and have been privileged to perform a great piece of objective service. They have taught English to foreigners, handled technical classes of American working men, led groups of working boys, and met fairly the service opportunities in their respective communities in a hundred other ways.

At the same time they have gained far more than they have given. They have been able to get an insight into actual industrial and social conditions. They have acquired a sympathy with and an understanding of working people, which would have been otherwise impossible. They have learned definite methods of meeting certain needs in a way which they will never forget. At the same time they have acquired an invaluable experience, and have learned how to handle men. They are going out into the industrial world with a new vision of service and justice. Many of these volunteer leaders have been definitely won for better Christian living themselves, and have decided to give their lives to the Association secretaryship and other Christian callings, because of the spiritual reactions which have come from practical service.



SERVICE WITH BOYS

These and other beneficial results have not been confined to those students who have been engaged in actual service. Thousands of men have been reached by methods suggested in Section III, number 3, above. Thousands have listened attentively to remarkable lectures on industrial and social problems presented by able men representing different points of view. Many others have been in discussion groups, have read the literature of the Movement, have made interesting observation trips, and have been increasingly convinced of the importance of the human side of their coming profession through the influence of far-sighted professors, and through courses in the human side of engineering, or similar subjects.

A course on "The Human Side of Engineering" prepared by the Industrial Service Movement, covers such vital subjects as The Human Factor

in Industry; The Evolution of the Individual Worker; Industrial Organization—The Influence of the Modern Factory System on the Worker; Human Factors in Production; The Ethics of Engineering and Business; Employment Management, Vocational Guidance and the Education of Employees; Cooperative Organizations; Legislation and Public Opinion on Industrial Questions; The Programs of Typical Companies—Industrial Betterment; Scientific Management in Its Human Relations; Intelligent Handling of Employees; The Engineer's Responsibility for Service; Industrial and Social Readjustment and Reconstruction. (Copies free on request from Industrial Department.) This course has already been adopted in whole or in part by many leading colleges and engineering schools. One college held a "Congress of Human Engineering," 6000 copies of the Report of which were soon exhausted, so great was the demand. Other engineering schools will follow suit.

Splendid cooperation has been given by the National Engineering Societies and influential groups representing both capital and labor. Papers on the movement have been read at annual meetings of engineering societies, as well as before gatherings of business men, industrial leaders, etc. Government officials and representatives of both capital and labor heartily approve the whole plan. As one of the most prominent business men of the country expressed it, "The Movement is one of the most significant and far-reaching in connection with modern industry." The Industrial Service Movement is proving in the most convincing way that social interest and not self-interest, and the building of Christian character form the keynote to the solution of many of our social and industrial problems.

These results have been made possible by the cooperation of Student and Industrial Departments of State and International Committees, and of local City and Student Associations. Among the advantages that may be definitely counted upon by the City Association are,

1. Securing capable volunteer leaders from the colleges, churches, industrial concerns, etc. (See III—1 above.)
2. Training leaders not only for temporary but for permanent work. (These will be available for local branches all over the country as occasion demands.)
3. Enlisting exceptional volunteer workers for life service as Association secretaries and Christian workers.
4. Obtaining larger resources from industry because of the efficient work of these volunteers.

The Student Association can rely upon the Industrial Service program producing, when properly conserved,

1. Definite spiritual reaction in the lives of the students who undertake the service.
2. These students assuming a larger place in the religious and other activities in the Association as a result of their experience.
3. Bringing to the Student Association a broader social vision, which will be invaluable to its work.
4. A closer cooperation with the City Associations, etc.

The all-round work of both types of Associations is strengthened by this program. (See Chapter VII.)

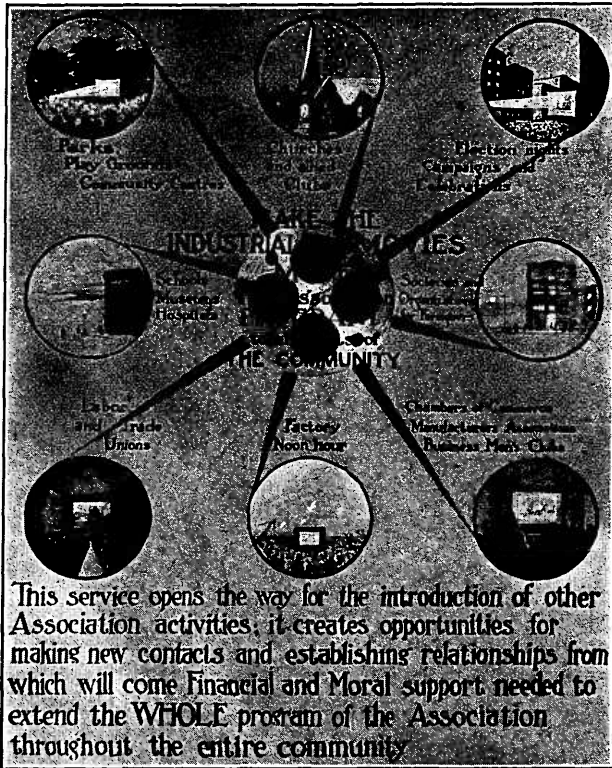
Thus quietly but rapidly, without undue advertising, has been advancing a great movement, broad in scope, submerging creed and class in altruistic service, helping solve indirectly many vital problems of the day, making for better understanding, the improvement of conditions, and the transforming of individual lives. At least a thousand men are graduating each year from our colleges after having had a most helpful contact with the Movement in one or more of its aspects. As thousands more of these men continue to graduate with a new vision of their service opportunities and responsibilities, who can foresee their influence in promoting industrial righteousness, and in maintaining industrial peace?

(For further information write, Industrial Service Movement, Industrial Department, 347 Madison Avenue, New York.)

CHAPTER X

MOTION PICTURES AND EXHIBITS

Industrial movies are making great headway and many factories have provided shades for windows to permit the use of movies at noon hours.



Some have installed equipment—permanent shadow boxes and daylight projectors.

In days long past the artisan produced the material, converted it into the finished product, and sold it directly to the consumer. The power to produce was a source of joy and made the artisan proud of his skill and also of the product. Today it is difficult for the average worker to

have much information concerning source of material, relation of parts, market, or use of product upon which he works. His part, no matter how important to the success of the product, is just a "job" and the major enjoyment of his industrial life is produced by the pay envelope. At a local "Y," one company placed a large engine lathe in the "Y" Industrial Exhibit. A worker brought his family and pointed out a very small part on the beautiful machine and exclaimed proudly, "I make that." It was his contribution to the progress of civilization.

A New Spirit Comes

In the industrial movies, the miner is shown his coal and ore being converted into power, wonderful structures, ships, and machinery; the



"MOVIES" IN A PUBLIC PARK

mill, his flour converted into bread and cake; the mechanic, his machines at work in the mines, fields, and factories. It makes them realize the importance of their contribution to the progress of the world, civilization, and humanity. Jobs become service and their trade an art of which they have a right to be proud.

Park or Playground

Unlimited possibilities for the Association program lie in the parks, playgrounds, and vacant lots during spring, summer, and fall.

To many people in industrial communities traveling is limited to an occasional short trolley trip, a visit to a nearby city or a short stay in the

country. The scenic films reveal to the stay-at-home families mysteries of the Arctics and the Tropics, the enchantment of the Orient, the wonders of the mountains, and the splendor of the golden West. Fields of vegetables, grain, cotton, and flax, dairy farms, orchards, vineyards, cattle and sheep ranches tell a story of pure production while the packing houses, creameries, canneries, elevators and mills show pure food produced under sanitary conditions. Films that show why the fly should be swatted and the mosquito exterminated, the refrigerator kept clean and the garbage can covered, provide a service which must result in better health and greater happiness to the community.

Six years ago the Industrial Department, International Committee, believing that industrial workers would be interested in seeing how their fellow-workers mined their coal, produced and prepared their food, made their shoes and clothing, organized a bureau of motion pictures for the sole purpose of serving:

Industrial workers and their families, by providing free exhibitions of industrial, educational, and scenic subjects which would tend to develop appreciation of the common everyday essentials, create and stimulate pride in their work and a demand for pure food, sanitary working and living conditions.

Associations, by enabling them to obtain free film service having educational and entertainment values especially in industrial communities.

Industries producing motion pictures of their products and of their welfare and safety work, by offering a profitable medium of distribution.

The department has conducted a test of all types of portable projectors and is in position to recommend the proper equipment for the particular service needed by any Association.

A list of slides, films, and exhibits which can be secured from federal, state, and city departments, philanthropic and welfare societies, and industries enables this bureau to put Associations in touch with material for use in promoting health, sanitation, first aid, accident prevention, home beautifying, and other campaigns.

A card for each subject is enclosed with each shipping notice of films.

How to Use

This card presents the synopsis of the film, list of groups that will be especially interested in the subject, and suggestions for using the film as a moral, economic, or patriotic lesson.

Religious Influence

Many Associations find that the religious program is strengthened by use of the right kind of industrial motion pictures. When used to emphasize religious truths, their value is increased tenfold. For example, the film "Transformation of a Bale of Wool" shows the wonderful looms in operation, and one can see the pattern grow as the shuttle speeds back and forth. This picture furnishes an excellent opportunity to compare character building with weaving and shows how Jesus wove the ideal pattern in life's tapestry and how we are taught through him to weave our tapestry with beautiful deeds of service. Washington, Lincoln, McKinley, and Roosevelt have woven tapestries that will be admired and studied to the end of time.



EDUCATIONAL MOTION PICTURES FOR FOREIGNERS

Educational Value

Skill is the ability to produce the best results with the least amount of energy exerted, in the shortest period of time, and with the smallest amount of material wasted. Education or training is the important factor in developing skill and skill increases earning capacity. Industrial films make the best kind of argument to show why the untrained worker cannot compete with the skilled mechanic, and encourage the worker to secure more education.

The Educational Departments are using industrial films successfully, especially in classes of English, History, Americanization, special and technical subjects. In one "Y" meeting of 250 non-English speaking men, representing nine nationalities, the picture used was the story of a

moonshiner, the U. S. Revenue Officer, and, of course, a pretty mountain lass. For one hour the secretary talked with the picture, reading the titles in very simple English, composing short sentences from the picture action; such as, "The door opens," "The man comes out," "He looks around," "He hears a noise," "He grabs the gun," "He shoots the men," "He is a bad man," "He breaks the law," "He is not a good citizen," "A good citizen will not break the law," etc. Incidentally the characters were compared and discussed. Those men went home that afternoon with higher ideals of citizenship, and best of all, they had been helped to think in English. Making similar use of industrial scenic and educational films, these non-English speaking men and women can be quickly taught to think and speak English about their work, at the store, and in their homes.



A SCREEN "STAR" APPEARING IN PERSON

The Physical Departments find in the industrial film strong arguments for their program, which prove that the boilermaker and machinist need the service of the gymnasium for special exercises as well as the banker and office man. The value of accurate muscular correlation is readily seen when different types of industrial processes are pointed out. The dangers of over or under-development of any part of the body, due to certain occupations, and lessons in recreation, sanitation, and ventilation, are easily learned through use of industrial films.

An Entertaining Feature

The desire of industrial workers for self-expression finds satisfaction through the Y. M. C. A. Industrial Program, which helps them with

minstrel shows, pageants, open house, and department nights. Usually the movie is one of the features—a short comedy and a scenic with the ever present industrial. Superintendents and foremen entertain their men at the “Y” shops, or at their homes and the “Y” secretary is invited to bring the “portable” and a selected industrial film. Safety guards, modern equipment, fire prevention, and welfare films are being used with great success at the foremen’s monthly dinners. Industrial films portray very clearly the latest manufacturing methods and incidentally emphasize the value of economy. At one woodworking plant where a film showing the manufacture of wood-boring tools had been shown it was noticed that the men were taking greater interest in the care of their tools. Groups were found discussing the design and cutting quality of various bits. Greater appreciation had been developed after seeing the quality of material, the care and skill which had been devoted to the making of a perfect wood-boring tool.

Thrift Presented

Industries receive increased earnings in proportion to increased production with reduced cost of manufacture. “Factory Thrift,” or the “Saving of Power, Time, and Material,” is a prominent feature in all industrial films. “Making an Automobile Wheel” is one of many fine examples of industrial films which lend themselves readily to the Economic Program of the Y. M. C. A. and which recognize not simply the need of more dollars, but rather the more efficient dollar. The industrial workers are shown how to spend wisely and save safely.

USING THE STEREOPTICON

The stereopticon is a very important factor in supplementing the movie, especially in a foreign district. Slides printed in English and the prevailing foreign tongue should carry bulletins from the Board of Health, Board of Education, Police, Fire, and other City Departments, announcements of celebrations, “Y” activities, church services; information concerning excursions, trolley trips, boat trips, swimming pools, picnic grounds, outings, camping sites and hiking trips; how and where to buy Liberty Bonds and W. S. S.; where to secure a loan, if needed, on Liberty Bonds. A community will soon learn to appreciate the value of such information and profit by it.

SERVING OTHER AGENCIES

Schools, museums, and libraries are eager for industrial, educational, and scenic moving pictures with which to supplement their work. The

Associations are rendering service directly or loaning films to the organizations desiring them. Technical, trade, vocational, and manual training high schools afford an excellent opportunity for the Boys' Work Department to render valuable service by providing a classified list of pictures which will correlate and strengthen the course of study. Household science classes find many interesting subjects on Food Production, Preparation, and Household Equipment. From fifteen minutes of motion pictures a class will learn more about Yellowstone Park's geysers and hot springs than by reading a hundred pages of descriptive matter. Hospitals, institutions, and homes appreciate the Association program of religious music and entertainment pictures. A portable machine



THE COMMUNITY VISITS NIAGARA FALLS

makes it possible to take good cheer, inspiration, and joy to the "shut-ins."

The Association's program is often welcomed by the Labor Union and a program of one or two industrial movies is included in the regular meetings. The patternmakers, joiners, and carpenters are interested in lumbering, wood-working machinery, manufacturing of hand tools, etc., while the masons and bricklayers are interested in the manufacture of brick, terra cotta, fire proofing materials, cement, concrete construction, etc.

The latest methods of construction, factory systems, fire prevention, modern machinery and equipment appeal to Business Men's Clubs at the "Y," Chamber of Commerce, or Board of Trade.

Foreign societies offer one of the greatest opportunities for the Association to develop a constructive and stabilizing program of Americanization, woven into a program of entertainment and education. Films showing the advantages of becoming citizens, and encouraging foreigners to hold fast the best of the Old World's ideals and to grasp the best of the new, are in great demand.

Street shows on election, holiday and Saturday nights give the Association an opportunity to put vital issues before the people. The motion picture is a great weapon against evil, disease, accidents, and a strong ally for good, health, and safety. The Association can make itself indispensable to the community by providing proper and timely service. The same types of slides are used in connection with street shows as are suggested for park and playground shows.

The Industrial Department Bureau of Motion Pictures is cooperating with the U. S. Health Service Bureau by distributing the Health Film, "Fit to Fight." Forty-six special exhibits were conducted during February and March, with a total of 17,500 in attendance. During the Liberty Loan Campaigns a complete set of Liberty Loan films was distributed. The National War Garden Commission films are being used by the Associations in promoting Victory Gardens.

MATERIAL AVAILABLE

Associations may secure from the Bureau of Motion Pictures and Exhibits the following service:

Motion Pictures

450,000 feet of standard motion picture films of industrial, educational, and scenic subjects. List and application blank for service mailed upon request.

A list of Health, Safety First and other films suitable for various campaigns, available through commercial exchanges and other agencies, sent upon request.

Information

Regarding motion picture equipment. Screens, lanterns, projectors and projection problems.

Stereopticon Slides

This Bureau does not maintain a library of slides but will furnish information regarding all subjects available for rental through commercial companies or loaned by state departments, institutions, societies, and industries.

Y. M. C. A. Thrift and Conservation Campaign

PROGRAM

Sunday-Thrift Sunday in the churches. Liberty Farm and State Normal is expected to see thrives with a personal appeal today for their cause.

Monday - Liberty Loan Day. The
half of the morning people go
to the Liberty Loan
stands, which, like many of the
other and many others are at

Tuesday - Garden Planting Day
and afternoon tour from
9 A.M. to 3 P.M. at the
Museum, 1000 N. 1st St.

Wednesday - Old Paper Day.
 people have been around it
 papers and have been told
 do not touch it paper is
 not to be touched

Thursday Savings Bank
Savings will account
for the bank's
savings bank. The
Date

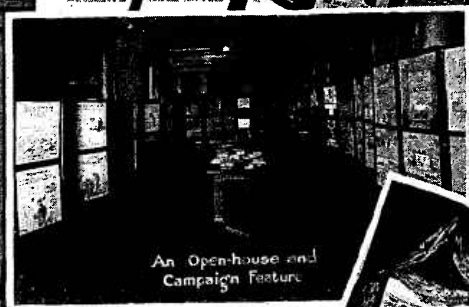
Friday - Insurance Day
10:00 AM - 11:00 AM

Saturday - Pay Up De
10:00 AM - 11:00 AM

The elements of
Landscape are large
in size, varied

Exhibit

John Wiley & Sons, Inc. 111 River Street, Hoboken, NJ 07030-5774



Exhibits

List of exhibits which can be secured from your State Department of Health, Agriculture and Education, industries, organizations, and societies. Suggestions for appropriate material available for special use will be furnished.

Thrift

Thrift exhibit, sixteen designs, 22 x 28 inches, printed in five colors, for sale or rent.

Industrial Department Exhibit

Portraying by drawings in color, photographs, graphs, and statistics the problems in Industry.....	10
Principles and Objective of Industrial Association Work.....	10
City Industrial Extension Work.....	20
The Industrial Service Movement.....	10
In the City Association Building.....	10
*Immigration and Americanization.....	20
*Textile.....	10
*Coal and Metal Mining.....	10
*Lumbering, North, East, South.....	10
*Quarrying and Oil Industries.....	5
*War Industries.....	5
Extension Work in Local Cities.....	
*In preparation.	

From the above material a special exhibit can be made up for presentation of the Association program before Boards of Trade or industrial leaders.

This exhibit has been produced on charts 22 x 28 inches; 4 charts in a double-faced metal frame; 5 frames to a section; 2 sections to a trunk (40 cards); no nails, screws, wire, or braces needed to set up this exhibit. Just lift the sections out of the trunk and stand them in the lobby, around pillars or along the wall. Rental \$1.00 per day per section and transportation both ways.

This Bureau is in a position to give assistance in preparing graphs and statistics showing the opportunities and types of activities conducted by any local Association. A photographic record of activities is of great value in such an exhibit and will be the strongest kind of an argument for the support and extension of the local Association.

Local industrial exhibits or home products expositions have been held by many local Associations. Greenpoint, Brooklyn, Yonkers, N. Y., New Castle, Pa., Lima, Ohio, Trenton, N. J., Ware Shoals, S. C., and others are making this a prominent feature of the industrial program. It creates city-wide interest and pride in industrial men and appreciation of the value and importance of the product which they produce. It enlists the cooperation of industrial leaders, producing a friendly rivalry between industries in making the best display of manufactured product and creates a unity of spirit in support of the Y. M. C. A. work in



AN EXHIBIT OF LOCAL PRODUCTS

industry. Many industrial workers enter the Association building for the first time to see the finished article or material produced by the industry in which the "Y" works. They become acquainted with other men and learn of numerous opportunities provided by the Association program at the building which will meet their special desires or needs.

For further information address Bureau of Motion Pictures and Exhibits, Industrial Department, 347 Madison Avenue, New York City.

CHAPTER XI

MUSIC IN INDUSTRY

Music is born of rhythm. Rhythm is the offspring of human impulse. Man has intuitively felt the impulse to sing, whistle or hum while sowing the grain, harvesting, spinning, weaving or to shout while striking with the sledges.



AN OPERA OF "HOME-TALENT"

Music not only increases pleasure but the rhythm of it reduces fatigue, for every exertion is succeeded by a corresponding lull.

Music has had a place in the industries of the past but the pressure of modern industry has crowded it out. One of the results of the reaction that is now demanding more attention to the welfare of the workers should be to give music a larger place in the lives of the workers.

A singing army in industry will be the best protection against the forces that would destroy society. The Associations of the country are profiting by the experiences of the war and are calling song leaders or directors of music for service in the industries and communities.

The Director of Music

A Musical Director to be a success must have organizing ability, en-

thusiasm and a willingness to take hold of secretarial duties and assist in the general work of the Association.

It is expected that every Musical Director will find enthusiastic helpers in the various industries, train and equip them with a repertory of songs and instruct them in conducting mass singing, etc. He will arrange programs and select talent for the meetings in the shops and communities.



THE SONG LEADER

"Hello, Men!" shouts the Song Leader to a crowd of toilers as they stroll into a cafeteria for recreation between shifts, "What shall we sing today?" A staunch Irish-American with a broad grin yells out "K-K-Katie," another fellow from Sunny Italy with eyes so big and black they almost hide his face, makes a plea for "There's a Long, Long Trail," and the sing-song begins.

A STANDARD MUSICAL PROGRAM

Every feature of the following program has been tested by Musical Directors in industrial plants and communities. Many of these features are promoted in the shops.

<i>Social</i>	<i>Physical</i>	<i>Educational</i>	<i>Religious</i>
Community Singing: Folk Songs Patriotic Songs Army Songs Navy Songs College Songs Songs foreigners have heard in their respective countries.	The singing of songs to emphasize the rhythm of work; the March, etc. The use of Recrea- tional Songs and simple Folk- dances. The use of songs hav- ing a direct bear- ing on Industry.	Instruction in first principles of music. Short talks on mus- ical compositions and composers. Brief talks about the Operas.	The interpretation of various National Anthems. Interdenominational Hymn Singing.
Inter-plant singing contests.	The connecting of singing with Gym- nastic Drills.	The study of the development of music with special emphasis on it as the universal lan- guage.	The performance of whole or excerpts from oratorios, Cantatas and other Choral works.
Organization of: Quartettes Glee Clubs Choruses Minstrel Shows Orchestras Bands	Pep songs and sys- tematic cheering between halves of basket-ball and other games. Exercises to develop proper breathing for good health, as well as singing and speaking.	Training of Song Leaders and As- sistants, especially from the shops.	Special music in con- nection with char- acter building.
Pageants	Encouraging em- ployers to observe ten-minute rest periods to be de- voted to singing with a mild form of exercise.	Teaching foreigners to sing English translations of their native songs.	Raising the standard of the songs we sing.
Mass singing as far as possible, to be- gin and end all activities.		Songs of the seasons.	Musical cooperation with churches, Sunday schools, etc., in reaching Industrial Work- ers.
The singing of in- spiring songs at the Motion Pic- ture Shows.			

One superintendent of a plant made the remark that "It's funny—a Y. M. C. A. song leader can come into the plant and make the men sing, when we thought they couldn't; and the army officers can make them fight, but we can't make them work."

A pastor writes as follows: "On behalf of the church, I want to thank you for leading our musical service in such an inspiring way on Sunday evening. The atmosphere of enthusiastic worship you created will help us all in days to come."

Reports from the Field

"The packing plant 'sings' are wonderful in many ways. Girls in their white and clean aprons and caps, men from all departments, some coming from the killing floors, their clothes covered with blood, their knives hanging at their sides; all joining in heartily singing the songs of sentiment and love, and national anthems.

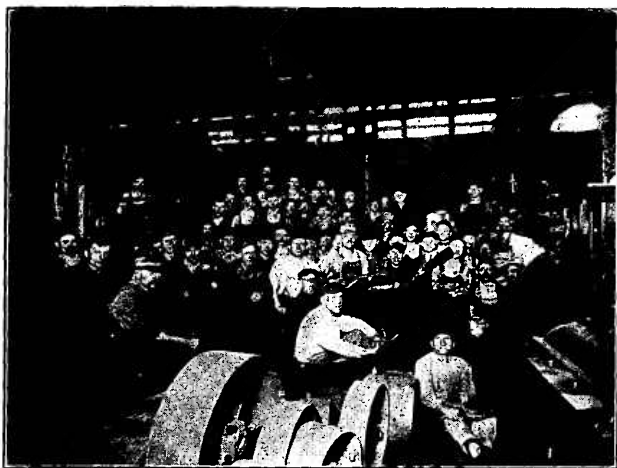
"Several of the firms allow five minutes of the Company's time for the extension of the noon meetings. Capable soloists have been found in all the departments. Several quartettes, glee clubs and orchestras are planning for their spring concerts."



A NOON DAY SING

"When it comes to going into a shop and getting all the men to feeling good and to singing, whether they know how to sing or not, our musical director is one of the best. His personality inspires confidence. He leads the singing in the Campaigns and lobby meetings and never fails to get the crowd singing well; he is also interested in various forms of recreation, which makes him much more valuable.

"The popularity of music in industry has spread so, that certain factories are asking for Noon-day Sings where before it was impossible to gain entrance with other features of our program. These Sings are developing musical talent and creating a musical atmosphere which has never been thought of before. After one or two meetings in the plants with our little portable organ, we now find pianos and small orchestras played by employes, all talent which has been in the factories but not discovered until after the inauguration of these Noon Sings. The Musical Director has at times swayed as many as 10,000 men in one meeting and sent them back to work on tip-toe, smiling and refreshed."



IN THE SHOP

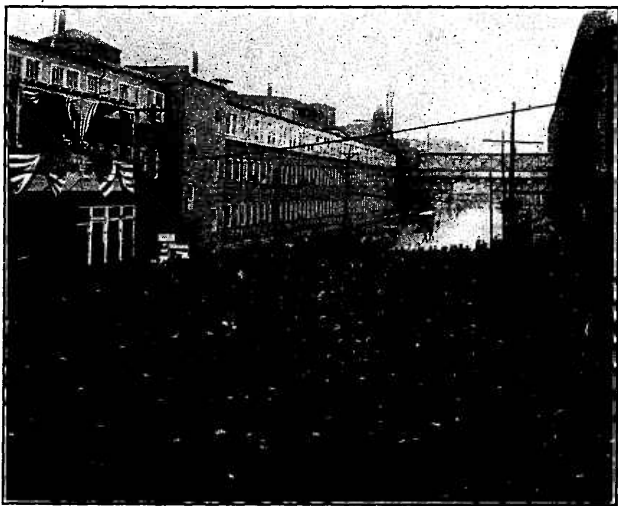
"The Songs sung at the shop meetings are a force in Americanization. It would be hard for Bolshevism to lift its head in our singing groups. Skilled and unskilled employes and the office force fraternize freely and join heartily in the singing. So popular have the music group gatherings become that many firms have asked to have choruses, minstrel shows and glee clubs organized and have purchased pianos. One dealer remarked,



AN ORCHESTRA OF WORKERS

"The demand for good second hand pianos for the factories is greater than the supply.'"

"The noon hour shop sings are well attended by enthusiastic crowds of men and women who welcome the opportunity. Ten-minute recess periods are being observed in the afternoon in several factories, when singing with a mild form of exercise makes a healthy diversion. These rest periods during working hours prove to be a decided benefit to both the men and the Company."



MUSIC HELPED MAKE SHELLS

"The foundation of all the shop meetings is 'self-expression.' A poor program furnished by the employes is often better than a fine program from the outside. It pays large dividends by maintaining a cheerful musical spirit. Midnight musicals in shops are a great success. The one general request echoing from one end of the city to the other is 'Let's sing' and the Musical Director responds 'Let's go.' The smiles created in shop meetings are much in evidence during shop nights at the Y building, where the men gather with their families to enjoy shop basketball games, Tug of War, wrestling, etc."

(For further information write Music Bureau, Industrial Department, 347 Madison Avenue, New York City).

CHAPTER XII

THE ECONOMIC PROGRAM

PURPOSE

The purpose of the Economic Program, briefly stated, is to stimulate the individual to fit his income and abilities into the purposes of a well-rounded Christian life and enable him to bear his full share of responsibility to his family, his employer, society and the nation.

The Economic Program is a series of activities intended to help men



THRIFT RELATED TO THE VICTORY LOAN

think straight and act wisely about money matters in the realm of **earning, spending, saving, investing and giving**. It aims to promote not only the thrift of money, but also of time, energy and life; to conserve and make permanent the nation-wide educational campaign on thrift and waste elimination promoted by the Government as a war measure; to inspire and guide men in their ambitions to get ahead and make the most of their resources; to help men to understand what seem to be mysteries in the use of money, such as how to use bank service, how to secure proper insurance protection, how to buy a home, etc.; to show that he who serves best profits most; and to help individuals feel the joy, satisfaction, and responsibility of giving to unselfish causes and sharing their prosperity with others less fortunate.

RELIGIOUS MOTIVE

The Association has come to see how a man's money and the way he spends it affects his whole character. Habits of wastefulness and extravagance rot character. They make a man poor, they rob him of his judgment, steal his health and undermine his integrity and honesty. Most of the evils that beset and ruin the individual go back to the gaining, dividing and use of money. What the gymnasium is to the body, the educational class to the mind, and evangelism to the spiritual life, a wise sustained economic program is to the everyday life of men and boys.

Our chief value of this new message lies in its spiritual implications and in its character-making effect. The way a man gets and uses his capital is a true index to his character. A sound economic foundation provides the impetus for a larger intellectual and spiritual growth. Self control, honesty, patience, decision, are character builders. Thrift helps religion to develop these. Jesus placed great emphasis on a man's relation to his money. Of his thirty-eight parables, sixteen relate to this theme and it is estimated in the book "Money the Acid Test," by McConaughy, that throughout the four gospels, one in every six verses deals with this subject.

OFFICIAL RECOGNITION

So many Associations have used the thrift program since 1914 and found it helpful that on June 8, 1918, the Economic Program was given official recognition as the fifth part of the Y. M. C. A. program. At this time the Employed Officers' Conference of the Y. M. C. A. at Springfield, Mass., unanimously passed the resolution "that the Association movement recognize 'Meeting the Economic Needs of Men' as worthy of a place with the physical, educational, religious and social work, and

that it be regarded as the *fifth part* of the Association's *five-fold* program."

The results have been so practical and important that there has grown a larger conception of the Association's obligation for meeting the economic needs of men.

Commonwealth of Pennsylvania



Executive Chamber
HARRISBURG

PROCLAMATION

WHEREAS, The President of the United States has declared it the patriotic duty and individual responsibility of every loyal citizen to cooperate in conserving the resources of the Nation and increasing the production thereof, waste being a certain crime and thrift a national necessity, and

WHEREAS, The period known as readjustment, which will inevitably follow the signing of the peace treaties, may be a period of acute industrial and commercial unrest, for which it is imperative each citizen be financially, physically and mentally prepared,

THEREFORE, I, Martin G. Brumbaugh, Governor of the Commonwealth of Pennsylvania, hereby call upon all citizens, and other persons who reside in Pennsylvania, to observe National Thrift Day, the beginning of the Young Men's Christian Association's Thrift Week program, and begin during this week to increase the knowledge and practice of a broad conception of thrift, a thrift not only economic, but also social, educational, physical and religious, and to cooperate in every way within their power with this great movement.

Every effort possible should be made to increase our financial savings and to use with great intelligence our natural resources, both of the nation and the individual. I earnestly appeal to all to do everything, both as individuals, and the members of organizations, to promote the habit of thrift through the saving of money, through economies in the home and business world, and through the conservation of the resources of body and mind. It is absolutely essential that we raise our standards of living in appropriate concordance with the tremendous effort we, as a Nation, are now called upon to put forth.



GIVEN under my hand and the great seal of the State, at the City of Harrisburg, this eighth day of February, in the year of our Lord one thousand nine hundred and eighteen, and of the Commonwealth the one hundred and forty-second.

Martin G. Brumbaugh

BY THE GOVERNOR.

James E. Howard
Secretary of the Commonwealth.

A GOVERNOR'S PROCLAMATION

BASIS FOR PROGRAM

The activities of the Economic Program relate to the various phases of life, as follows:

The Economic Program

(Meeting the economic needs of men.)

FIFTH PART of

the Y.M.C.A.'S

FIVE-FOLD PROGRAM

SERVICE TO MEN IN AN INDUSTRY

- Forming Employees' Savings Clubs
- Promoting Government Loans
- Arranging Shop Talks on "Bank Savings," "Building and Loan," etc.
- Displaying Thrift Exhibit and Posters in Shops
- Providing articles and cartoons for employees' publications
- Conducting Thrift essay contests
- Establishing shop library on economic and vocational subjects
- Distributing practical Thrift leaflets
- Using Thrift and vocational motion pictures and slides
- Introducing educational courses on Thrift and personal efficiency
- Encouraging home beautifying
- Increasing income by gardening, etc.
- Encouraging use of family budget and expense account plan
- Emphasizing the Thrift of money, muscle, mind and morals
- Cultivating the ideal of service as a motive in life
- Organizing discussion groups on "Owning Home," "Insurance," etc.
- Promoting Credit Union Idea

MAN MAKING RESULTS

The Economic Program helps a man to be

- Happy—wisely saving and investing part of income
- Efficient—mind free from distressing financial worries
- Intelligent—better understanding of economic questions
- Patriotic—owns W. S. S. and Liberty Bonds
- Systematic—operates family finances by budget, gives systematically
- Resourceful—alert to chances of advancement
- Self-respecting—owns own home, family protected by insurance
- Prosperous—on road to economic independence
- Prepared for emergencies—has savings bank account, accident insurance, etc.
- Thrifty—eliminates waste in home and shop
- Careful—anxious to reduce accidents
- Physically fit—less dissipation, more outdoor life, home gardening
- Ambitious—puts whole hearted effort into work
- Conscientious—learns continued effort means success
- Reliable—pays bills promptly, no loan sharks

A man of strong character and high ideals.



Earning:

Opportunity to earn—securing employment; vocational guidance, etc.

Increasing earning capacity—by special training.

Supplementing income—as by gardening, chicken raising, etc.

This is stimulated by:

Teaching economics.

Employment departments.

Vocational guidance, etc.

Encouraging the right use of time—improving opportunities through night school, correspondence courses and other supplemented study.

Inspiring earnest effort and diligent application.

Emphasizing the ideal of service as a factor in business.

Spending:

Intelligent use of income by:

Recording personal or family expenses.

Dividing income and spending according to the budget plan.

Keeping out of debt through spending less than one's income.

Securing full value for money spent by:

Seasonable purchases.

Careful selection.

Knowledge of values and materials.

Trading with reliable dealers.

Collective buying.

Pay cash and carry.

Saving:

Guiding Principles:

Have a definite object in mind.

Save regularly a part of your income.

Decide before each pay day the amount to be saved.

Avoid waste in every possible way.

Method of Saving:

Keep savings busy in a safe place, such as:

War Savings Stamps, Thrift Stamps, Postal Savings.

Savings Department of a Bank.

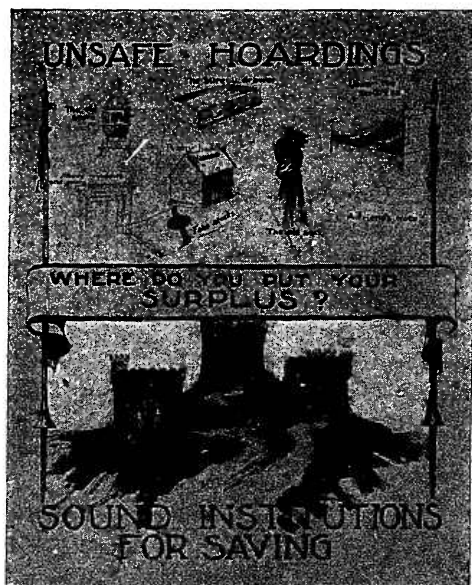
Building and Loan Associations.

Payments on a Home instead of Rent.

Life Insurance, etc.

Reasons for Saving:

Patriotic duty to help government finance war and reconstruction.
Looking forward to marriage, home, family.
For old age and economic independence.
For further education and self improvement.
For unforeseen emergencies, sickness, accident, etc.
For vacation, travel, recreation.



Investing:

Guiding Principles:

Begin now to study possible investments so as to be prepared when opportunities come.
Investigate thoroughly and ask advice of a reliable banker whom you know.
Have dealings only with reliable concerns.
Avoid "get rich quick" offers.

Desirable ways of investing money:

Government securities such as Liberty Bonds.
Bonds handled by reliable brokers.

Stock in one's own firm. It aids promotion, can be easily watched.
Life Insurance.
Own Your Own Home.
Building and Loan Association.

Giving:

To meet needs of individuals.

To religion:

Church, Missions, etc.

For Social and Civic Betterment:

Hospitals, Charities, Red Cross, Y. M. C. A., etc.



THE PERSONAL SERVICE OF THE ECONOMIC PROGRAM

Thrift Week

January 17, Benjamin Franklin's birthday, is National Thrift Day. The experience of many secretaries seems to demonstrate the advisability of taking advantage of this date, to conduct in the local field a Y. M. C. A. thrift week program. The activities during this week may be conducted:

- (1) Entirely for men in industrial plants,
- (2) In the association building through meetings, gym and educational classes for the benefit of members, or
- (3) A city-wide emphasis may be made reaching the entire community. An emphasis on thrift promoted during the week beginning January 17, has great possibilities of practical service in turning individuals from habits of waste to frugality that makes for happiness and character development.

Permanent Committee

A permanent Economic Committee of five or more members should be formed. The chairman or at least one member should be a member of the Board of Directors. This committee should lend its influence and support to the work, give counsel, direct policies, receive reports of the secretary and provide or underwrite the necessary budget. This committee might include men representing the banks, manufacturers, building and loan associations, insurance and real estate interests and a representative of labor. A secretary of the staff should be definitely related to the activities of the Economic Program, the largest field for which is in the factories. Big business men and bankers are interested in this practical program.

Full-Time Secretary.

Just as in any other phase of Association work, the best results come from having an experienced secretary who devotes full time to this work.

Very successful work has been done in cities where Thrift Campaigns have been held. But in each case the need has been felt for a secretary to direct the work and to conserve results. Much work can be accomplished by dealing with men in the mass, but the Industrial-Economic Secretary must spend most of his time in personal contacts with men visiting their homes, seeing and knowing their problems. The bankers and others, when properly approached, will see the value of providing the budget of a secretary who will devote his entire time to economic activities. This budget should include a salary of \$2,500; office expense, printing and equipment, \$1,500, a total of \$4,000 or more.

The success of a secretary will depend upon his ability to understand the complexities of the economic life of his community. A fund of at least \$250, should be provided in the budget for special training, including books and special publications. Plans for financing the Economic Program in a city and other information will be furnished upon request.

Counseling Committee

Appoint a Counseling Committee of well-known business and professional men who are willing to give one-half hour each week to talk with men referred to them on appointment by the Association, for occupational and personal advice or counsel on money matters. This committee need not hold meetings but its activities should be reported to the Economic Committee and through it to the Board of Directors. The Association, which helps from ten to twenty men a week secure definite help through personal interviews with members of the Counsel-

ing Committee, will find this one of its most appreciated services. At the same time it will cultivate business men for larger participation in affairs of the Association.



HANDICAPPED

Civic Significance

Some of the biggest financiers and statesmen have expressed the opinion that the paramount need in this country today is the teaching of sound economic doctrines which will prepare the worker for a larger and more intelligent participation in the affairs of industry and the nation.

The United States in its world leadership has great moral obligations

at home and abroad which involve large investments of capital. But the financial resources of the nation are simply the total of individual resources and **can be available only as thrift becomes a personal habit of its citizens.** From the standpoint, therefore, of both individual and national progress, straight thinking and acting on money matters are vital.

(For further information write, Economic Program, Industrial Department, 347 Madison Avenue, New York City.)

CHAPTER XIII

A RELIGIOUS WORK PROGRAM IN INDUSTRY

This program represents the composite viewpoint of many Association secretaries in the industrial field, has been approved and edited by a score or more of such leaders and is sustained by the experience of the special secretaries responsible for religious work activities. No Religious Work



LUMBERMEN AND REAL RELIGION

Program can be constructed which will apply in all details to every industrial field, yet each suggestion incorporated in the following outline has been tried with success at some point.

THE FIELD

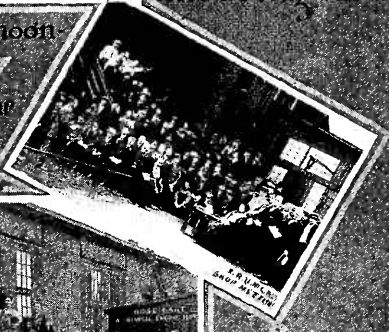
The successful program is planned to fit the needs of *all* men. Tact, diplomacy, judgment, and our experience must help determine the approach to various groups. The Fatherhood of God and the Manhood of the Master appeal to all when properly presented. There is the religion of *the deed* as well as of *the spoken word*. The Field is *every man and boy in industry*. The Method is that which the secretary, facing these men, believes to be the best.



Religious

meetings

at the noon
hour



THE SPOKEN MESSAGE

The Object: To give a broader view of life, to inspire higher ideals and better living, to develop true Christian character.

The Content: It must show the practical aspects of the fundamentals of Christianity.

It must present the realities and ideals of daily life.

It must draw its illustration, inspiration, and enforcement from that type of life which is common to all true manhood.

It must be brief, pointed, and practicable.

It must be free from every limitation of class or sect.



THE AUTOMOBILE CAMPAIGN MAKES MEN

The Place:

In shops.

See "Community Extension—Shop Meetings," by David G. Latshaw, Association Press.

In foreigners' clubs, labor unions, lodges, etc. Special talks to the foreign-born—at times illustrated. The Tissot pictures have been used to good advantage, as well as views of the Holy Land and other religious slides obtainable through the various rental agencies.

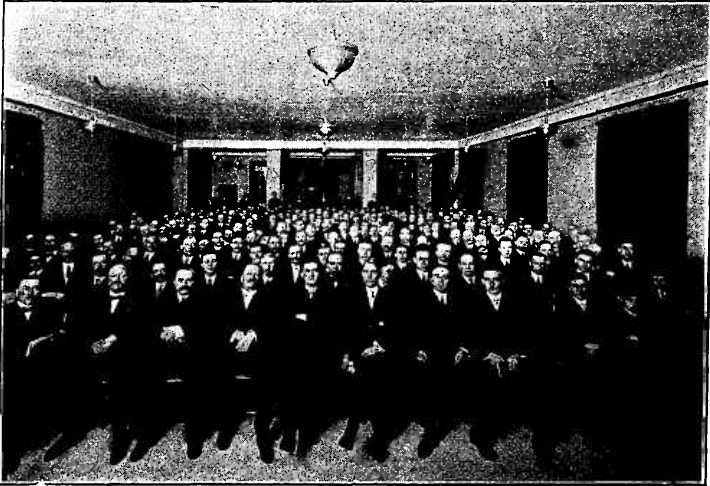
In street meetings from temporary platforms or automobiles.

Throughout the community in schools, churches, clubs and Sunday men's meetings.

In theaters and parks. Industrial men will come to theater meetings

when they cannot be persuaded to attend church or visit the Association. Tuneful music, good speakers with well chosen themes, and a general spirit of good-fellowship, enthusiasm and snap are necessary to get and hold working men. Asking audiences what influenced their attendance gives suggestions on the best advertising methods.

The Sunday afternoon men's meeting can be made to appeal strongly to industrial men. Their interest follows naturally when there has been vigorous extension work in shops and factories. The following are aids to securing attendance: Speakers who know the problems



SUNDAY AFTERNOON MEN'S MEETING

of life; subjects that neither avoid religion nor make it too mystical; a special invitation committee of shop men as ushers; the use of musical talent from the shops or from workers' families; and the occasional setting apart of special seats for factory men's delegations.

PERSONAL SERVICE AND EVANGELISM

Under this heading comes that Good Samaritan Service which a man can render to an unlimited number of men, both in the way he lives *before* them and in the way he lives *with* them. By marking the needs and discovering the problems of individual men, one can live close to them in Christian friendship, fellowship, and helpfulness. In these

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things the secretary should be a model and a leader. He should, while exemplifying these ideals of service, inspire others to render a like service to their fellows under his direction and so multiply himself in the activities of others.

The following are some of the lines of such service: Visiting company and other hospitals where industrial workers may be confined. Visiting the sick in their homes. Visiting the needy and securing relief by co-operation with existing agencies or by such proceeding as the circumstances warrant.

Advising and counseling individuals. Possess a spirit of helpfulness that invites visits for counsel and requests for service. Secure personal contacts with as many individuals as possible and know their problems so as to be prepared to render instant service on call.

The Interview Method. This method has been defined as "a systematic, carefully promoted series of conferences to discover the moral and spiritual needs of individual young men by means of unhurried, friendly conversations by wisely selected men, in which a relationship is established which makes possible the meeting of the needs disclosed."

Seizing opportunity to win men one by one to the acceptance of the Christian life. A valuable service may be rendered by tying men up with the church of their choice and in plans to make the weak members stronger and all members more efficient in serving their several churches. The sympathy and hearty cooperation of the leaders of the various churches in the community will naturally follow such a policy.

Bible and Testament distribution to individuals, accompanied by at least a brief constructive interview.

RELIGIOUS EDUCATION

Bible Classes—made attractive by systematic study courses. Shun weighty discussion and make practical application of the truth.

Christian Culture Classes—Studies on heroes of the Old Testament, or some of the practical modern demonstrations of Christianity in action—using lectures and discussions in the classes.

Life Problem Discussion Groups—A skilled leader discussing with groups the problems that affect the average individual—health, training, vocation, personality, success, personal efficiency, home life, money, friends, etc.

Illustrated Talks—on different phases of Christian work, missions at home and abroad and the activities of the Association.

Helpful Literature

Secretaries are urged to make use of the catalogue of Association Press. One good book a week is the goal of some secretaries, to others this seems too large a task. It is at least suggestive of the importance of our continued reading.

For use in Bible classes and other study groups—again the catalogue of Association Press will be suggestive.

For General Distribution—Secure the latest bulletin of religious work



MUSIC AND RELIGION

literature issued by the Religious Work Bureau, 347 Madison Avenue. This literature, although primarily intended for the camps, contains individual pamphlets and publications that might be used at some industrial points. The bulletin will be sent for the asking.

MUSIC

The value of music in religious work cannot be over emphasized. Its effect on some may be greater than that produced by the spoken message. The time is opportune to give music a place in industry—what the masses sing and whistle helps determine their spirit and temperament. Singing is a great socializing and spiritualizing force.

Using the Voice:

In mass singing—Shop meetings, banquets, gym classes, patriotic meetings, between reels in moving picture shows, evangelistic campaigns. *Solos*—By the men being served as well as by trained specialists. Oratorios, cantatas, or other choral works, religious pageants, may in some places be undertaken, in whole or in part.

Instrumental Music: Solos, duets on the violin, trumpet or any other available instrument.

Bands and orchestras.

CONCLUSIONS

The object of every activity of the Association is the "Five-fold development of man." If it fails to present and develop religious ideals, it has fallen short of the Association standard of activity.

Since an ideal of the Association is to train men for service, "The Committee Plan" is the logical one for the accomplishment of all possible service. It is worth while to spend the time necessary to secure such an organization and to direct its activities.

Work in an industrial plant is but a beginning. It should extend to the community and the homes of the men, but care should be exercised to cooperate with established religious agencies.

Religious work among foreigners cannot be done through the ordinary methods. Their viewpoint differs from that of Americans. Their religious leaders, when their friendship and confidence are cultivated and won, will often prove to be our best cooperators in serving the foreigner.

The value of the examples of true Christian living before and with men cannot be overestimated as a substantial and fundamental method of doing religious work.

In studying Christ with particular reference to his method of spreading his Gospel, note a twofold plan; one method being that of the kindly ministration, healing the sick, rescuing the weak, counseling with the sick in heart, "going about doing good,"—all that we mean by the term Service; the second method is the spoken message. The Master sometimes used one method, sometimes the other, and sometimes both, depending on the situation—men may profit by his example.

Because of the fact that a wrong attitude toward money is the thing which so often stands between a man and his full acceptance of Christian

principles, the importance of teaching a man to think straight about his money matters as a definite help to him in character development cannot be over emphasized.

Thrift teaches how to fit material possessions into a well-ordered Christian life and leads to a proper attitude toward earning, spending, saving, investing, and giving. This is a vital point in the Religious Work Program of every Young Men's Christian Association.

Enlisting capable men, either from within or from without the ranks of industry, for voluntary service such as teaching English to foreigners, instructing a class of American workingmen, leading a boys' club, etc., should be recognized as a method of evangelism. The leaders are likely to have a real spiritual reaction from their work, which must be watched for and conserved.

Finally, in any Religious Work Program in industrial fields common sense must determine what methods to use and when to use them.

(For further information write Industrial Department, 347 Madison Avenue, New York City.)

ACTIVITIES SECTION

PRACTICAL PLANS

A Section Composed of Successful and Up-to-Date Methods of Work and Plans Chosen from Various Programs of Associations in Industrial Fields.

In the promotion of activities the secretaries must be guided largely by local conditions. The program must consider the community and plant for which it is intended, as well as the general character of the persons to be served. There are, however, many activities which have been tried out successfully in different Associations and which with slight modifications can be happily repeated elsewhere.

Important as is the work within the building in serving industrial men and boys, the fact remains that the great bulk of service that the Association can offer will have to be done outside the building. The average American city, particularly if it lies within "the work shop of the nation," (i. e., north of the Ohio and east of the Mississippi) has more than half of its male workers classified as industrial workers. In many communities the percentage runs over 70 and in some over 80.

If every classroom of the Association building were fully occupied every night, if the gymnasium were used to capacity all the time and all the other building facilities worked to their limit, it would still be impossible to serve but a fraction—roughly, less than ten per cent—of the men and boys of Association age. If the Association is to make itself a community factor of importance, it will have to project itself into the home, work, and recreational life of the largest class of men and boys that make up the community.

The places for making points of contact are not only where the worker is employed, but also the neighborhood in which he lives, the organizations to which he belongs, and the places where he recreates. Every secretary should consider as part of his program, a line of work without the building as well as within. Neither must be slighted. Where possible, a specialist giving his undivided time to this outside work is the most effective way of getting it done, but no Association should feel that it is limited only to what it can do for the membership, because the funds or the man are not available for this outside effort.

CHAPTER XIV

PHYSICAL ACTIVITIES

Objective

The promotion of physical well-being among industrial workers by means of safe and sane play, athletic games, classes and health education coordinated with all other Association activities.

Policy

Emphasis should be given to the maximum participation. Every employe in the game is better than a winning representative team.

Special attention should be given to those activities requiring least amount of skill and equipment. Such activities will reach the greatest number of contestants.

Strict adherence to amateur standing in all sports is the only safe policy.

Competition between departments of a plant encourages participation. Inter-plant leagues are popular.

Volunteer leadership in the plants and industrial communities is essential to the satisfactory development of a recreation program.

The Industrial Secretary should work in closest cooperation with the Physical Director without whose interest the Physical Program cannot reach a full fruition.

INSIDE THE BUILDING

The industrial worker responds to an appeal to the play instinct. The free use of informal recreation and the less technical activities has popularized the gymnasium.

Leagues for indoor baseball, basket ball, seasonal athletic events are successful. The periodic "Open Gym Night" when any member of the community may take part in the games is another means of interesting industrial men and boys.

Gymnasium Classes

Gym classes, conveniently arranged, offering activities adapted to industrial men and boys will meet with response.

Swimming Classes

If your gymnasium is equipped with a swimming pool, regular organized classes of swimming instruction may be held, under the direction of the Physical Director of volunteer teachers. This activity is one that appeals to the middle aged man as well as the boy, and is a recognized factor in the promotion of health. Swimming and diving contests may be held during the year, the students competing for highest honors. Contests with neigh-

boring Associations and communities are also met with enthusiasm. See "At Home in the Water," by Corsan—Association Press.

Health Education

Statistics indicate that organic disease is increasing rapidly. Much of this is due to disobedience to the simple laws of health of which most men have a very meager knowledge.

The Association through its Industrial Department should be alert to promote health education among the industrial population which in many ways need it most.

Talks at the noon period by physicians, nurses, representatives of the Boards of Health, qualified laymen, etc., adhering to a simple message, is an effective method.

The use of Health Exhibits and posters are practical. They can be secured from State, Federal and private concerns. There is a wealth of literature available from the same sources.



TEACHING HYGIENE AND FIRST AID

Sex Education

The experience of the Government in Sex Education, and preventive and curative methods is conclusive evidence as to the far-reaching results. The employer is alert to take advantage of similar methods.

Dr. M. J. Exner, a member of the Physical Department staff of the International Committee will cooperate with any Association that wants to promote Sex Education.

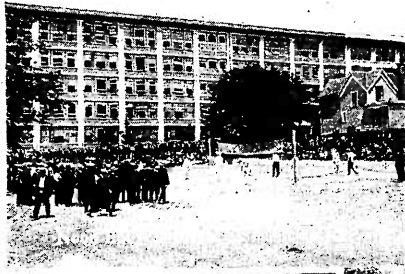
OUTSIDE THE BUILDING

Recreation Council

The maximum of interest in recreative sports is secured when the men have a responsible part in promoting and directing them.

A recreation committee of interested men in a plant, appointed by the service committee, is essential to results within a plant.

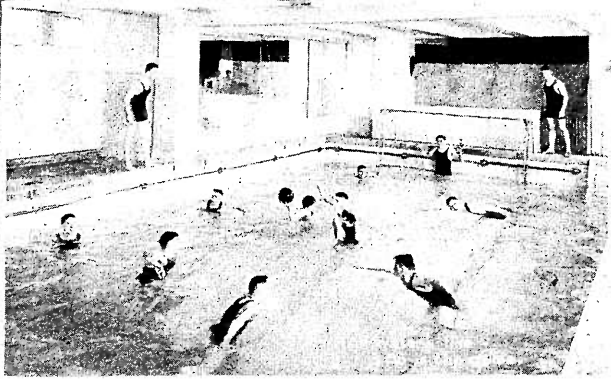
When inter-plant events are promoted, a *Recreation Council* is desirable. The Council is composed of representatives, by appointment, from each plant recreation committee. The Industrial Secretary and Physical Director should be ex-officio members of the Council.



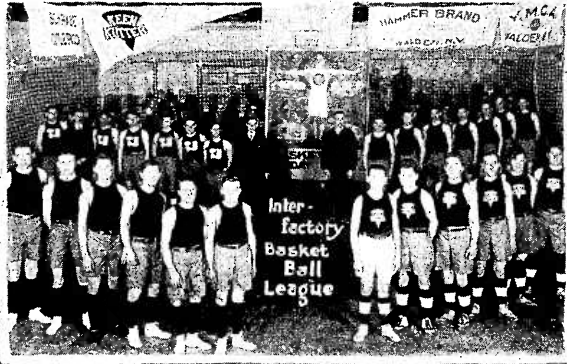
Copper miners' recreation



They make more guns after a hard game



Police Learning Team



Inter-factory Basket Ball League

Noon Sports at the Shops

So great is the interest in athletics that short as the noon hour is in most plants, there is always time for a game of some kind. Cage ball, basket ball, quoits, playground ball and volley ball are particularly popular. Bowling matches are also in favor, and are very practical, so little time being required to set them in action. Duck pin bowling has proven very popular in some shops where the required space between machines or desks was available. Relay and novelty races are always popular. A fine selection of such games and races can be referred to in the "Army and Navy Athletic Handbook," obtainable from Association Press. Price 50 cents. These games are being used successfully among Industrial men. They are very adaptable to groups and mass activities.

Evening Games

In most of our industrial communities the evening hours will be found the most adaptable for recreative and athletic activities. Playground ball, tennis, baseball, volley ball and in fact most all of the popular games will appeal to the boys and younger men; while such games as quoits, volley ball, group contests and bowling will appeal to the older men. In the program for the evening activities the girls and women should not be overlooked.

Field Meets

A popular activity, and one that is particularly adaptable to industrial programs, is the field meet, which permits any number of men to take part. Care should be taken to have the program carefully worked out in advance, and the contestants signed up as far as possible, in order that events may go smoothly and in order. All kinds of physical contests may be adapted to the program. Employers and foremen are usually greatly interested in the events in which their men compete. Their help as officials will insure their interest and stimulate general interest in the meets. Pleasing features may be added as conditions permit. The aid of shop bands may be secured, to add to the fun. A procession may be formed, headed by the band, with the men from the different shops or plants following, with flags and banners, each group accompanied by their loyal supporters, marching in order. (For official rules consult Army and Navy Athletic Handbook.)

Baseball and Other Leagues

All kinds of leagues are organized as the year progresses, and it is only natural to expect an unusual degree of enthusiasm for baseball. Baseball leagues are readily organized, the different shops playing off matches against one another. A "World Series" creates much interest, the teams battling energetically for the honors. Twilight baseball is the most adaptable to industrial work, as the men seldom have a sufficient length of time during the day. A good manager for each team is absolutely necessary.

Camping Trips and Hikes for Boys

The average boy in industry has little leisure time in which to answer the call of the open country that is in most boys of normal instincts. Often they do not know how to spend the little time at their disposal, except within the confines of their workaday world, the pool rooms, street corners and cheap amusement halls. For these boys an invaluable service may be rendered in the formation of hiking parties, on Saturday afternoons, or short camping trips over the week end. Such trips offer a chance for healthful exercise in the open and relaxation that brings the boys back to work with new vigor and energy. Even more important is the opportunity afforded for a skillful leader to instill in the minds of boys who have had little in their lives to inspire them to better living, a desire for higher, better things. Often this is the means of enrolling them in Bible classes and educational classes, and starting them on the road to success.

CHAPTER XV

SOCIAL ACTIVITIES

INSIDE THE BUILDING

Open House Nights

Well advertised Open House Nights serve to acquaint industrial workers with the Association. On these nights many or all the privileges of the building are placed at the disposal of industrial workers. A well planned program should be prepared, consisting of athletic contests, progressive games, music and possibly one or two brief addresses. While the success of the evening depends to a certain extent on the informality of the program, the secretaries in charge

RECEPTIONS SOCIALS AND RECREATION.

THE DESIRES
of the
INDUSTRIAL
WORKER
are wholesomely
met in the
MODERN
Y.M.C.A.









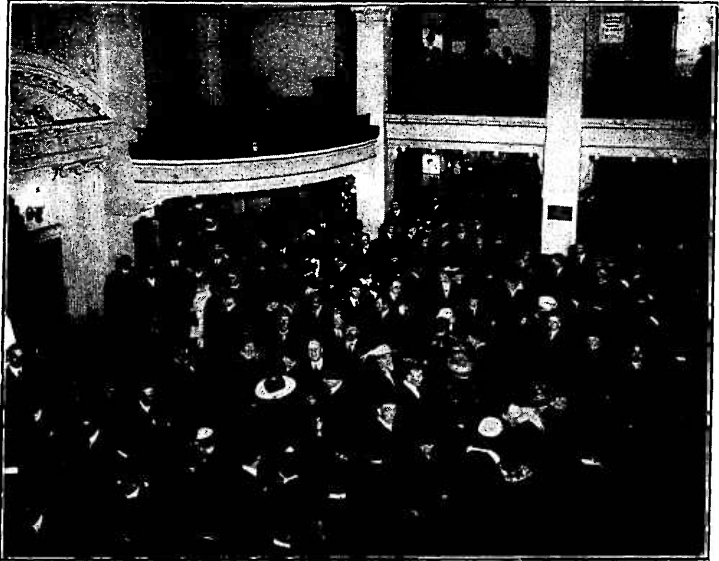





Entertainments, Theatricals, Concerts, Banquets,
Scientific, Musical, Debating, Cosmopolitan Clubs,
Restaurant, Library, Games, Lectures, Ex-
hibitions, Movies, Indoor sports, etc.

must have the events well in hand to prevent any lapse of interest. These Open House Nights serve to bring strangers and non-members to the building, and result inevitably in greatly increased memberships. In addition to general Open House Nights, many Associations hold similar receptions for men of selected factories or crafts. They are particularly successful when the aid of the managers and foremen is enlisted and special committees of the workmen themselves.

Frequently the reception is limited to all the men of a given factory or craft. Sometimes two or three shops are invited for a given night; cooperation is secured from the employers, who in turn get the active assistance of foremen in getting out the men in the different departments. Where it has been well worked up the men come in delegations with insignia,



"OPEN HOUSE"

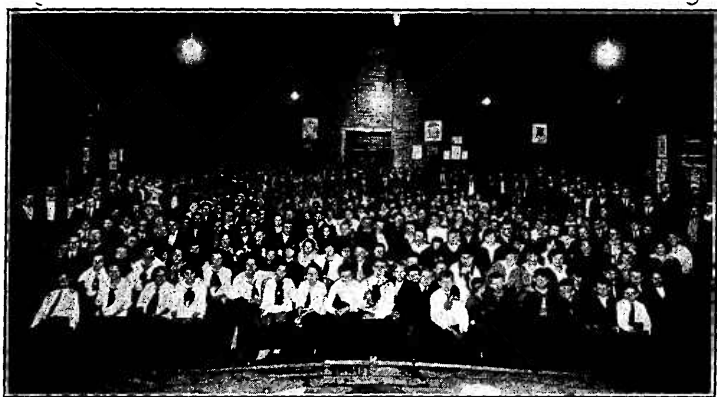
badges, bands, and great enthusiasm. A popular member of the firm or the working staff leads the delegation and responds to the brief words of welcome.

Song Contests

The growing appeal of music is opening up many new possibilities for social evenings. (This is particularly true where the membership is made up of large numbers of foreigners, but the interest is by no means limited to that class of workers.) A successful plan has been the dividing of a plant or group of plants into musical zones, each section having a quartet or chorus and some other similar organization. The lively competition will result in many enjoyable programs, each zone striving to outdo the others in point of originality and popularity of program. At the end of the season the climax comes in a song fest held in the "Y" building, when the different organizations compete for highest honors.

Folk Dancing Nights for Foreigners

To the foreigner music in any form has an undying appeal. An unusually successful method of arousing interest in the Association among these men is to hold receptions in the building, with a musical program in which they may all have opportunity to take part. This idea has been given attractive form in Folk Dancing Nights that have been put on in foreign communities. Each nationality is represented by a group of dancers, who present in turn the most popular folk dances of their country. It is often possible to have these groups also render their national hymns in native tongue. When carefully worked out, the possibilities of such a program are unlimited. Not only does it quicken the interest of foreigners in Association activities and encourage them to come regularly to the building, but it makes possible many interesting and instructive evenings for both the American and foreign membership, which results in an increased spirit of friendliness and good fellowship.



WHO SINGS BEST?

Minstrel Shows

While it is often difficult to work up theatricals of a very ambitious nature in shops where the workers' time for recreation is limited, interest in minstrel shows of a jolly, clean type can usually be aroused. These shows do not require very extensive preparation, and often lead to attempts at dramatic presentations of a more serious educational nature. In planning minstrel shows one must be careful to avoid imitation of the lower type of vaudeville. The introduction of good jokes on local personalities and other forms of local color affords any amount of wholesome fun and promotes good fellowship and geniality.

There is just as much latent dramatic ability among industrial workers as among those whose life pursuits follow more intellectual lines. Here is a social and educational force that our Associations dealing with working people should recognize and use.

Stunt Nights and Tournaments

One of the best means of bringing out latent talent among shop men is the introduction of stunt nights. The best success results from the appointment of a committee of shop men, who arrange the program and sign up the participants, aided by the Industrial Secretary. Home talent is more appreciated by industrial workers than expensive professional enter-

tainers, and their necessarily formal programs. There is never a shop that does not boast some talent, a violinist, cornetist or dancer, and good singers. Stunts presented by a fellow worker will amuse the crowd and make possible a jolly evening. Stunt nights are often combined with tournaments between men of different factories. Basket ball, volley ball, bowling, pocket billiard contests, and tournaments with checkers and similar small games draw enthusiastic crowds. The popularity of such programs often draws a sufficient number of contestants to take up the entire evening, and weekly tournaments are on the program in many places, scores being kept from week to week. At the end of the contest a supper may be held, with a program of music and brief addresses. At this time plans for future events may be worked out, and greater interest and cooperation thus assured.

The best results are achieved by having a committee of shop men arrange the program with the cooperation of an Association secretary. There is no admission fee, but the incidental expenses are often borne by the business firms whose men take part.

Saturday Night Entertainments to Counteract Saloon and Commercial Entertainment Enterprises

These efforts usually consist of motion pictures, progressive checkers, pool and billiard tournaments, as well as orchestral, phonographic and vocal music. Maybe there is a humorist or reader to help. Especially when this can all be done more or less informally in the lobby or before the glowing fireplace, it serves to occupy time that might otherwise be used in saloons or other places of questionable influence.

Tournaments for Shop Men

These are worked up as contests between factory departments, or as inter-factory leagues. Indoor baseball, volley ball, basket ball, pocket billiards, bowling, checkers, etc., are played, depending on the strength of interest in the subject. A close supervision is necessary in the programs of tournaments, to prevent unwholesome competition or gambling.

Soda Fountains

A good soda fountain has a real value in the social life of communities such as mining camps, as it draws the foreigners into the building when they otherwise might not be induced to enter it; it gives them opportunity to mingle with and get acquainted with foreigners or other nationalities; it gives the secretary at the fountain a social contact with the men which he can use to advantage in interesting them in other features of the Y. M. C. A. program; and it also gives the people an opportunity to spend their money for wholesome things. In a single year the gross sales of the soda fountain department in one Y. M. C. A. were over \$88,000.

Indoor Picnics

Indoor picnics have been very successful. The plan is to devote one hour and a half to entertainment, then refreshments, then one-half hour for a swimming exhibition and the balance of the evening spent in the gym, everyone taking part in informal picnic contests. The picnic is planned, promoted and conducted entirely through Committee service. Anywhere from 25 to 50 or more acting on the different committees. Any expense connected with the events have been paid by the factory management. Prizes have been given for the contests. The entertainment has been provided by the men in the factories themselves. The swimming exhibition by the "Y" team.



Entertainments



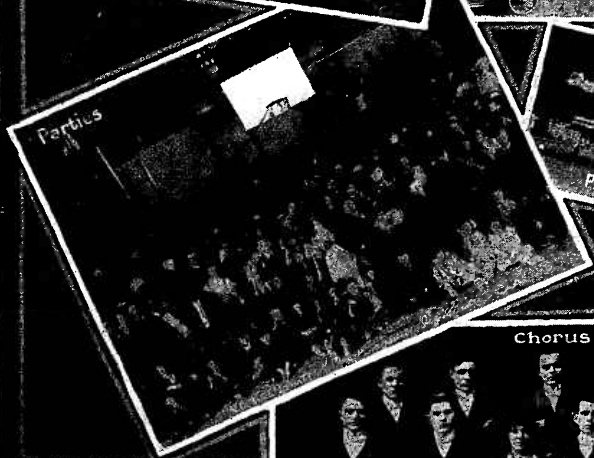
Kindergarten



Community Christmas Tree



Flag Raisings



Parties



Play Grounds



War Gardens



Chorus

OUTSIDE THE BUILDING

Red Triangle Picnics

Among the social activities enjoyed most by the industrial worker are those he can share with his family and friends. The promotion of such programs is also very advantageous from the Association standpoint, as it develops valuable points of contact in the community and home life of the workers. Red Triangle Picnics are popular summertime events, and are productive of excellent results. On Saturdays or industrial holidays it is possible for the men to take their families on short excursions to some favorable spot. Here a program of athletic contests can be run off, with inexpensive and practical prizes for the winners. Often the employers will cooperate in making the affair successful, and will contribute the prizes, or some part of the refreshments. The prizes should be of the ribbon and badge variety. Some Associations secured the use of prominent store windows in the town in which to display the trophies a week or two before the picnic was held. Thus popular interest was aroused and



THE COMMUNITY HAS A CHRISTMAS TREE

maintained, and all the industries were represented by enthusiastic participants. Mass singing can be introduced to great advantage at these picnics.

Community Parties

When carefully supervised, community parties in some one of the public buildings are productive of good results. Under the direction of the Association secretary the young people are taught many innocent, wholesome forms of amusement, and the mingling of the people brings about a happy community spirit, with the "Y" as promoter of activities. The program may include dancing, with the old square dances given a prominent place, so that young and old may enjoy the evening.

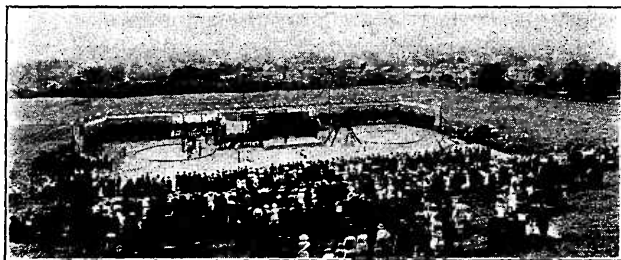
Noonday Shop Sings

Many plants occasionally allow ten or fifteen minutes extra on the luncheon period, in order that the "Y" may conduct sings for the employees. At this time it is often possible to find an accompanist from the ranks of workers, particularly now, when so many plants have organized orchestras and bands. All the better class of popular songs are familiar to the employees

in general, and those who do not know them quickly catch on. When time permits, a speaker gives a brief talk on some patriotic, health or religious subject. Y. M. C. A. sings now hold a definite place in the shops and receive an enthusiastic response.

Moving Pictures in Halls and Schools and Out of Doors

There is a steadily growing belief that the public school could and should be made more effective as a community center for social and educational activities. The Motion Picture Bureau of the International Committee stands ready to help the Association secretary to take advantage of this opportunity to provide the best kind of amusement for the community. Motion picture shows are put on in schools or other public buildings, with educational films as the feature of the evening's entertainment. Mass singing may be combined with such a program to excellent advantage, and the community interest in Association work is thus aroused. Here is another opportunity for the song leader to vary the program with popular and patriotic songs. Most audiences, especially when the young people of the community are represented, are ready to sing whenever opportunity offers.



AN OUTDOOR CIRCUS

Parades and Pageants

In the summer, when the tendency is to have as many outdoor activities as possible, lively interplant and intershop competition can be put to good use in parades and pageants. Many Associations take advantage of national holidays to organize parades, in which each shop and plant is represented by a float of its own building. There is keen rivalry to see which shop can produce the most unique or most attractive float. The interest of the young people can be secured by featuring decorated bicycle parades, and similar novelties. Where the population is largely made up of foreigners, recognition of their national holidays and feast days in this way has brought about a better understanding and greater friendliness between native and foreign born.

Automobile Campaign

By this plan the social, economic, educational, and religious parts of the program can be carried to the crowded streets on hot summer days and nights. A cornet is used to attract the crowd. Talks are made from an automobile which may be borrowed from a wealthy layman or some large industry. Motion pictures, educational talks and religious messages, also community singing, can be conducted from the rear seat of the automobile. The machine should carry signs giving notice that the work is under the auspices of the Red Triangle. These meetings are particularly successful at noon hour and at night. Police permits to hold the meetings should be secured in advance. It is an excellent opportunity to distribute liter-

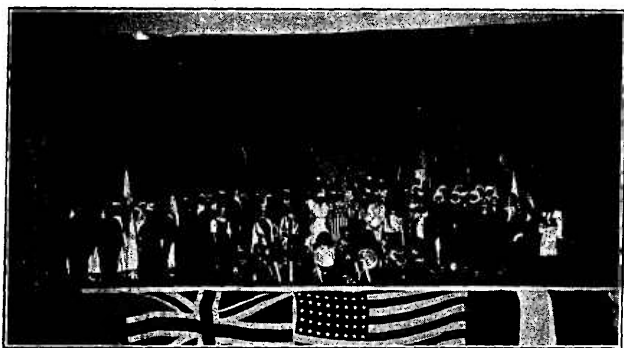
ature and invitations to the Association building, or printed matter telling of the extension program of the Red Triangle in industry.

Factory Boys' Saturday Afternoon Visits to Points of Interest

Under the leadership of a secretary, or with volunteer or other proper guidance, points of historic and special interest are visited. These trips are made occasions for enlarging the cultural interests of the boys, as well as furnishing an opportunity for wholesome recreation and good fellowship.

Socials and Entertainments in a Tent in Industrial Neighborhoods

During the summer some Associations have found it practicable to use a large tent in industrial neighborhoods. These have remained up from two weeks to a month in a given place, and children and adults are reached in large numbers for play, instruction, lectures, and entertainment. The mornings are usually devoted to educational work for mothers and games



"AT THE GATE OF THE STARS," A PATRIOTIC MASQUE

for the younger children; the afternoons to organize play for boys and girls; and the evenings to motion pictures and illustrated lectures for adults. This affords excellent opportunity for cooperation with the Y. W. C. A.

Celebration of American and Foreign Holidays

This gives a special opportunity to help new Americans to become better acquainted with our national heroes and ideals and in turn to give them an outlet to express their fondness for festivals, parades, folk-dances, etc. Our sympathetic cooperation with them in properly recognizing their national and religious feast days and holidays helps to give us a point of contact.

Opening and Managing of Social Centers in Schools

The wider use of school plants is much talked about in educational and social betterment circles. The difficulty is to find experienced leadership in making these public buildings useful to the community after school hours. Here is where the Association can contribute by organizing the committees and helping in the plans. In some instances the Association can do but little more than lead the way, leaving it for women's clubs or neighborhood organizations to develop and carry on the work.



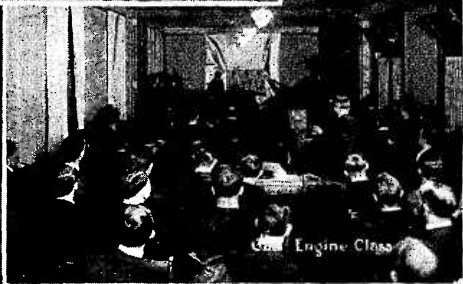
Preparing to drive
Army trucks



Munition Plant
Class



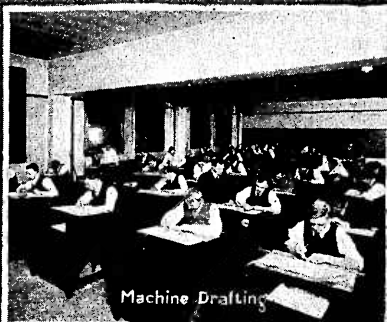
Mechanics Drawing



Gas Engine Class



Explosives



Machine Drafting

EDUCATIONAL PROGRAM AT WORK

In selecting books and newspapers for the reading room the non-English speaking element of the community should not be overlooked. Many of the industrial workers who come to us from foreign countries are not ignorant peasants but are choice products of great national school systems, as well as graduates of universities. It is a boon to them to have access to books or periodicals in their own language.

Classes for Foreigners

The matter of educating foreigners is covered in detail in the section on Americanization. Classes in English, American history, world changes resulting from the war, and preparation for citizenship, as well as the fundamentals of reading, writing and arithmetic are generally a part of an educational program. Investigations have shown that many naturalized foreigners know very little of the language and history of the country.

New Citizens' Clubs

Hold the interest of newly made citizens through the organization of clubs. Meetings are held in the Association building, where the men are given a chance to ask as many questions as they wish regarding the government and history of the country. Classes in civics and history are sometimes formed, and the men are given every opportunity to increase their knowledge of national affairs. Social evenings may be arranged, when the new citizens mingle with native workers, and a greater spirit of friendliness is induced.

Educational Motion Pictures

Excellent opportunity for securing the best educational films in circulation is given the industrial secretaries through the Motion Picture Bureau of the International Committee. Movies in the building will draw a large attendance. Subjects that will interest the community as a whole are advantageous, although pictures on strictly technical subjects, as well as on health and hygiene are the means of holding large audiences of men. (See p. 69.)

Occupational and Vocational Advice

Part of the industrial secretary's time should be given to the matter of assisting boys and men to find the occupation for which they are best suited and to help them fit themselves for better positions. The secretary should be always accessible to those in search of advice, and should be on the alert for those who need his services, although they do not seek him.

Illustrated Lectures

Any number of subjects may be taken as the foundation of constructive talks for the men of the industries and for the community in general. Patriotic subjects are particularly powerful where the large proportion of citizens are foreign born. Lectures on various phases of the representative industries are also used to increase the interest of the employees.

Shop Mathematic Classes

One of the most pressing needs among shop men would seem to be instruction in figuring out the shop problems that arise in connection with their work. Classes in shop mathematics are held, sometimes on company time, sometimes on the men's time. The superintendents and foremen are glad to call the men together and explain the plan, recognizing the advantages to be derived from such courses. Blue print lesson sheets are made, often by the company, and furnished free to the men.

Foremen Groups

Special plans are covered on page 27.

CHAPTER XVI

EDUCATIONAL ACTIVITIES

INSIDE THE BUILDING

Educational Classes

Night schools and other agencies offer some opportunity for improving the education of the industrial worker. The Y. M. C. A. is, however, accomplishing a remarkable piece of work in conducting classes on specific subjects related to particular industries, as well as classes in English, Civics, Mathematics and so forth. Blue print reading, mechanical drawing, science and mathematics are only a few of the subjects. Volunteer leaders are often found in the community.

The principles, methods, and details for guidance of employed officers are clearly and thor-



MAKING OUR LANGUAGE EASY TO LEARN

oughly expounded in "Association Educational Work," by George B. Hodge, and for education of the foreign-born industrial workers in a series of publications by Dr. Peter Roberts, published by Association Press. These are mines of reliable information and well repay careful study.

Reading Rooms

The reading room of the building should be, and can be, one of the best patronized rooms in the building. Technical periodicals and industrial magazines, as well as the better class of popular fictional publications should not only be placed on the tables, within easy reach of all visitors, but should be well advertised, as being of interest. A Bulletin Board, listing special articles and suggested helpful reading, is valuable. Labor leaders, educational authorities and employers are ready to aid the secretary in making the best selection. Association literature should also be given a place on the tables, to arouse interest in activities in other sections of the country, and to explain the principles and ideals of the Association.

OUTSIDE THE BUILDING

Educational Noon Hour Talks

Practical talks on a variety of subjects are an important phase of the noon hour work in the shops. Often the men are gathered together for fifteen minutes of singing and the remainder of the time is devoted to a brief, striking talk on health, safety first and accident prevention, the management of personal finances, etc. Where time permits, stereopticon slides or motion pictures will greatly aid the program.



KNOW YOUR BODY

Shop Classes

Educational classes dealing with shop problems or English have been successfully introduced in the shops at the noon hour.

Citizenship Classes

If the foreign born who come into this community with the idea of becoming citizens are to enter it with the right outlook and understanding, it is of vital importance that they receive the proper impressions in training. These men are too often the prey of unscrupulous politicians and men of low character. The Y. M. C. A. can offset these influences in many cases by the citizenship classes held in the shops. These classes meet at the noon hour, or some other suitable time, the men receiving instruction not only in the history of the country but also in civics and the duties of citizenship. These classes show excellent results in the number of men subsequently helped to obtain their citizenship papers.

Educational Talks to Boys

Particular emphasis should be placed on interesting the employed boys in subjects that will widen their outlook on life. Talks on industrial opportunity and the right direction of energies are given in the shops and in the schools, manufacturers and school authorities readily cooperating. This is also a means of tying up the boys to the Association at a strategic point in their lives.

Educational Literature

From Governmental and social welfare sources a wide variety of industrial reading matter may be secured to supplement Association literature, periodicals and papers. This material is welcomed by the men in the shops, and especially in labor camps and isolated industrial operations. Bulletins of a similar nature should be posted frequently at points of vantage, at the entrance of shops, or in rest rooms. This keeps awake the interest in educational work and may lead to the organization of regular classes.

Circulating Libraries

Traveling libraries play a large part in the general educational program. Some Associations have their own libraries, containing books on technical, religious or industrial subjects and some of the best fiction. These are circulated among the shop men, and offer an excellent means of offsetting the influence of cheap newspapers and periodicals. The men should be encouraged to read a daily newspaper in order to keep posted on up-to-date subjects. Short talks will stimulate an interest in better reading and serve to keep the books in circulation. Foremen's libraries on specialized subjects are also found in industrial Associations, which prove very helpful and afford the foremen an opportunity to keep step with the industrial trend. State and City Library Commissions often distribute books free of charge. The National Library of Congress can also be written to for books so available.

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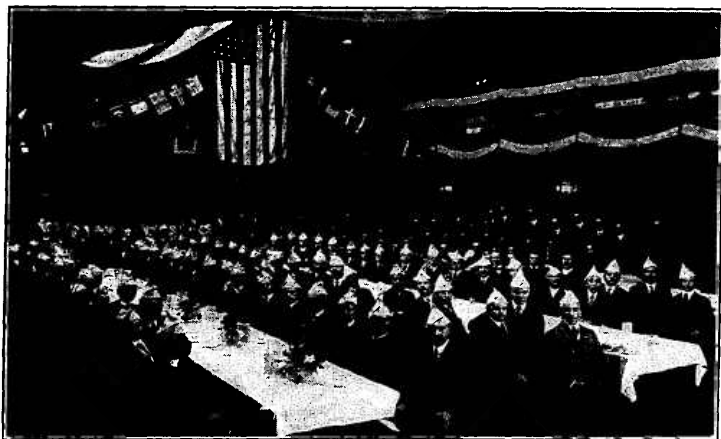
CHAPTER XVII

GENERAL ACTIVITIES

INSIDE THE BUILDING

Foremen's Clubs

The favorable interest of shop foremen must be secured if the work with the men is to measure up to its opportunities. Associations have found it wise from time to time to invite foremen from a factory or a number of plants, and following a supper to talk over some practical things that the Association might do to relate itself more effectively to the men in the different plants. The average foreman may be loath to express an opinion at first, but once the ice is broken, he is usually found to be intensely practical in the opinions he has to offer, and such foremen's meetings may be made a means of presenting the ideals and purposes of Association work in industry. The benefits derived from friendly mingling of the foremen from all shops are not to be overlooked. Through discussions, many valuable ideas are presented.



WHEN FOREMEN "GET-TOGETHER"

Employment Features

More than ever before there is a need today for the Association to maintain Employment Departments with capable men in charge, who can not only interview applicants and correctly gauge their ability and character, but who can make helpful contacts with the workers and employers. This service carries to the men the conviction that the Y. M. C. A. has their best interests at heart and nothing is more appreciated by employers.

Caring for Money

The Association should be the ally of every savings fund in the industries and the community. While the Association cannot serve as a bank or insurance company, it can help the

workers by stimulating a desire to spend earnings wisely and to invest savings to the best advantage. In camps or isolated communities, where banking facilities are not available, the men frequently call upon the "Y" to keep or bank their money. Of course, this money should never be handled unless there is every safeguard against possible theft. When the men feel free to ask the secretary to take care of their money for them there is less temptation to squander it.

Enlisting Managers

An occasional dinner conference for managers and superintendents will help to get the cooperation of these important factors in industry. This will give them a chance to see the activities carried on in the building, as well as affording an opportunity for discussing the policies and plans for extension work and programs result in the sympathetic viewpoint of the superintendents and will bring about closer cooperation.



EXHIBITS OF MANUFACTURED PRODUCTS

Industrial Exhibits

Exhibits, particularly of local products, are a source of great interest to the workers and their families. Educational benefits combine with the socializing influences and the advantages derived from bringing the community to the Association building to make these exhibits profitable and enjoyable. Displays composed of the products of local industries in various stages of manufacture are greeted with enthusiasm, and the employers are often glad to send demonstrators to explain the processes. The workmen bring their families and friends to the building, eager to explain the part they play in the production. Social features, especially singing, are added to the program with good results. The labor connected with such exhibits is not considerable, as the men in the various plants take charge of setting up their particular exhibits.

OUTSIDE THE BUILDING

Clean Up Campaigns

The promotion of clean up campaigns is an excellent way to intensify community pride and brighten the home and working environments of the men. The boys in industry particularly may be appealed to in this connection, and the campaign, if rightly organized, is a source of fun as well as profit to individuals and community. The results of these campaigns may be seen in the improved aspect of many industrial towns, where vacant land has been transformed into flower and vegetable gardens, from dreary and unsanitary dump heaps. Interest in campaigns may be heightened by short talks on community health and sanitation.

Home Gardening

The appeal of gardening when properly presented is one that nearly every one is susceptible to. Economic conditions, the food situation at home and abroad, have increased the home production of foodstuffs to an enormous extent. In the supervision of industrial gardens the Y. M. C. A. secretary is rendering a service that is commendable from many angles. The home garden movement encourages habits of thrift, increases the efficiency of the worker by giving him wholesome outdoor exercise, augments his income, and cultivates a spirit of good fellowship and loyalty to the country's common cause. Helpful information regarding gardening operations may be secured from the Department of Agriculture, or from the National War Garden Commission at Washington, if such advice is needed.



HOME
BEAUTIFYING

BEFORE AND AFTER



Home Yard Beautifying

The painfully sordid surroundings in so many industrial neighborhoods may be overcome through stimulating an interest in flower and vine cultivation and tree planting. Small cash prizes and public recognition convert many otherwise unattractive and depressing neighborhoods into charming little garden cities.



AWAY FROM THE FACTORY

Boys' Clubs

For reaching industrial boys with every phase of Association service, the formation of clubs will be found a valuable aid. Activities include outdoor athletics, week-end camping trips, hikes, practical talks, discussions and entertainments, and many other features. To the man who has had any working experience with boys, factory clubs suggest work of an absorbing character. With skillful leadership the boys will turn naturally to the promotion of thrift, current topic debates, and the study of civics, history, life problems and the Bible.

The Application of the Extension Plan for Industrial Boys

By taking advantage of gang leadership, boys can be organized into clubs where athletics are the dominant interest. Full cooperation should be had with churches, public schools, public libraries, or any societies or organizations that are disposed to promote the happiness and healthfulness of young wage earners.

Restaurant Facilities

In many Associations serving the employees of certain plants, the Y. M. C. A. operates cafeterias, where the men may obtain wholesome food at low prices. Various arrangements can be made with the plant officials, governed by local conditions. Frequently the management will seek the advice of the Association and provide every facility for the conduct of these cafeterias, if the "Y" will operate them. Some Associations located near plants where the greater part of the men bring their lunches, render a very welcome service in providing hot cocoa and coffee at the luncheon period.

Service to Colored Workers

Few men are more appreciative or more ready to respond to efforts in their behalf than the colored industrial workers. Secretaries whose territory includes a large number of colored men find their work well repaid in the gratitude and loyal support evidenced by these men. In a number of plants employing a considerable number of colored workers separate buildings and programs are in operation, with splendid results.

Newcomers' Clubs to Make Recently Arrived Working Men Acquainted with the City and the Association

Not only may this be done by foreign-speaking workers through the organizing of men of their own nationality to serve in this way, but in a similar way it may be done by and for American working men. Christian shop men or those in sympathy with the aims and purposes of the church and Association may be organized to take a friendly interest in newcomers and help them get properly in touch with the religious and better social elements of the community. The first week or two in a community is the time when the stranger chooses his associates and friends and forms habits good or bad. It is as significant as the first week in college for a Freshman. Any service that the Association can render the newcomer is of strategic value.

Providing Boarding or Hotel Facilities for Industrial Men

All Association buildings provided with dormitories are occupied more or less by young men from the ranks of industry. In some cities it has been found to be well worth while to secure the funds for erecting commodious men's hotels, where at a low charge a self-respecting working man can obtain a clean and comfortable night's lodging, or a room by the week or month. The matter of inspecting and standardizing boarding houses and lodgings for working men and helping strangers to get located in homes that are clean as to housekeeping and moral atmosphere is also a practical service.

CHAPTER XVIII

SUGGESTED INDUSTRIAL POLICY FOR STATE COMMITTEES

1. Wherever practical a secretary on the staff of the State Committee should specialize on industrial work, under a special sub-committee composed of representatives of the industries who finance, promote and supervise the industrial work.

2. The needs of industrial workers in the state, both in organized and unorganized fields, should be studied. Facts as to numbers, nature of occupation, location of plants, number in each industry by plants, number of boys 14 years, of men 21 years and over, data re their work, home and leisure life and their social and moral conditions should be compiled.

3. A list of all employers in the state, employing 100 or more men, should be kept in the office of the State Committee for purposes of cultivation. Also information as to their attitude toward betterment of industrial conditions along Association lines. Appropriate cultivation material should be sent to them occasionally.

4. State and local conferences of representatives of industry should be frequently held.

5. It is desirable to remind each Association in the state of its industrial opportunity. Definite standards as to the percentage of men from the industries that should be in the membership may be suggested from time to time, the aim being to have the percentage in the membership approach the percentage of industrial workers in the population of the city.

6. The State Committee should seek by counsel and suggestion to standardize the programs of activities for industrial men in and out of Association buildings. The standards should be progressive.

7. City Associations should be encouraged to study the needs of industrial workers in their field, and plan to meet their needs both in and outside their buildings, this plan to include:—

a. One or more secretaries specializing on industrial work.

b. Branches established

(1) In industrial communities

(2) In relation to specific industries.

c. Special secretaries assigned to special plants, where conditions are favorable and the budget can be secured from the plant.

8. The State Committee should call the attention of every Association having foreign-speaking men within its territory to the opportunity for social and religious service among them, and that aid given the foreign-born to assimilate will be service well rendered to the United States and to the Kingdom of God. (See p. 49.) They should also call attention of industries of the state to the Association as an agency that is in position to render such service.

9. County secretaries should be urged to give attention to the needs of the industrial groups in rural fields, and to enlist the aid of employers and employes to secure secretaries and equipment where desirable.

10. In unorganized points the interest of employers and employes in single industries or groups of industries should be enlisted and where support is assured, an Association should be established in relation to either the community, a group of industries or a single industry. Previous to the establishment of such an Association a careful investigation should be made of the field not only to determine the character of the industry and the men employed but to assure the moral and financial support of both employers and employes.

11. Associations in industrial fields should conform to one of the approved standard types of organization as follows:—

- a. A self-governing Association with the Constitution and By-Laws of a regular Association and governed by a Board of Directors duly elected.
- b. A provisional Association, having an Advisory Board or Committee of Management composed of members eligible under the Evangelical test, appointed by the State Committee, and its policy subject to the approval of the State Committee.
- c. Extension work conducted by a local committee who may or may not meet the Evangelical test, who are organized and operate under the auspices of the State Committee, pending the organization of a Regular or Provisional Association.

Secretaries and Committees operating under the second and third plan should keep in close touch with the State Committee and report regularly as to work and finances. The State Committee should carefully guide the plans and policies of these Associations.

As soon as practicable all Extension points and Provisional Associations should be organized into regular Associations.

12. When an Association building is to be erected by an industry, the lot and superstructure should be provided entirely by the company.

The equipment may be furnished by the joint contribution of the company and the employes, or by the employes or the community.

13. As a rule, whenever a building, in which Association work is carried on, is owned by the company, it is advisable for the State Committee to hold a lease on the same. Exception may be made when the building is in a community that is entirely owned or controlled by the company and where the work is absolutely dependent upon the continued support of the company.

14. In the operation of an Association in a company owned building, the company should be responsible for heat, light, water and repairs and an annual appropriation, the amount varying with the earning capacity of the community and the Y. M. C. A. plant, when the fees paid by the men and other receipts of the Association are not sufficient to cover these items.

15. It is desirable for the State Committee to keep in close touch with the Industrial Department of the International Committee, using its services when needed and to cooperate in maintaining a common policy and standard for the industrial work in North America.

CHAPTER XIX

THE INDUSTRIAL DEPARTMENT OF THE INTERNATIONAL COMMITTEE—WHAT IT IS AND DOES

The industrial movement is reflected in the following statement concerning the Industrial Department of the International Committee.

PURPOSE

The purpose of the Industrial Department of the International Committee is to relate all forces of the Association, local, state and international, to the extension of its undivided message and its all-round service to the men and boys in industry.

This involves:

1. Helping individual, state and local Associations to discover and occupy their industrial fields.
2. Investigations and experiments in order to find new fields, methods and resources.
3. Helping to enlist the resources of industry, both of men and money, for the establishment and maintenance of Association work.
4. Promoting in industry a demand for the Association's service on the part of both employers and employees.

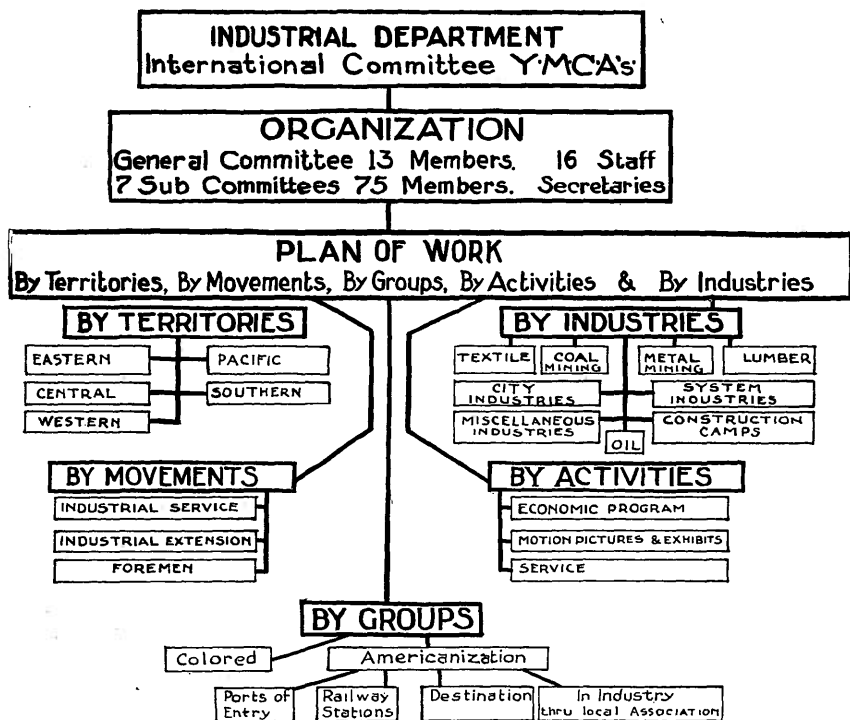
ORGANIZATION AND LINES OF WORK

The organization consists of a department committee with subcommittees and a staff of secretaries who deal with (a) territorial divisions, of the industrial field; (b) industrial divisions, including iron and steel, textile, mining, lumber, and other industries; (c) city extension work; (d) groups of workers, such as European and Asiatic immigrants, colored workers, and Mexicans (See p. 22); (e) movements, which include Industrial Service (See p. 59), Industrial Extension (See p. 37), Americanization (See p. 49), Economic Program (See p. 86), and Enlisting Foremen (See p. 27); (f) Bureau of Motion Pictures (See p. 69), Exhibits (See p. 69), and Music Program (See p. 79).

PROGRAM

The Department projects its work along two main lines—always in co-operation with state and local agencies—(a) Helping the existing Associations to occupy their industrial fields. (b) Establishing specially adapted Associations or Association work in relation to single industries or in the smaller industrial communities.

In doing this the department endeavors to help Boards of Directors



and secretaries to see the need and possibility of specializing on industrial work and to enlist the confidence and financial support of industry—both employers and employees.

The program is described in detail in this handbook. It aims at a larger industrial membership and greater use of the Association building by industrial workers; the extension of the Association's industrial

activities outside of the building, in certain cases the addition of one or more special extension secretaries to the staff of the Association to carry the work out to where industrial workers are, at times a secretary on the staff of the Association giving full time to a single industry, branch buildings in industrial sections of the city and supported by the community, buildings erected by industries and maintained by employers and employes jointly, work with systems of industries and the provision of substitutes for the saloon.

The enlisting of men for the Christian life and volunteer service is the dominant purpose in every feature of this program.

SERVICE OF THE DEPARTMENT AND MATERIAL PROVIDED

a. The special lines of service referred to are represented by special secretaries on the International staff who are available for personal visitation to help organize and standardize industrial work, to assist in organizing Associations to help secure budgets for industrial secretaries, as well as to promote their particular specialty.

b. The Department is a clearing house for information concerning the industrial work of the whole Association.

c. Forms and specimen reports on the study of local industrial conditions for industries contemplating welfare work upon the Association basis will be provided.

d. Plans for surveys by local Associations are available. On invitation, the Department will conduct an investigation of communities as a basis for a constructive program of industrial work in general or for special work among groups such as the foreign born, colored, Mexicans, etc.

POLICIES OF THE INDUSTRIAL DEPARTMENT.

Among the important points in the Department's policy—which involves its problems as well—are the following:

1. Freedom of Action

In its contact with industry the Association is left free to give its whole message and the secretaries in industrial fields are zealous for the distinctly religious results, using the word religious in its broadest sense and with its spiritual implications rather than creedal emphasis.

2. The Church

The Associations in industrial fields are *sincerely loyal to the Christian Churches*.

3. Social Problems

The general attitude of the Association in industrial fields toward the social problems of the day is that expressed in the social service program of the Federal Council of Churches of Christ in America.

4. Lay Leadership

The use and training of volunteers are urged. The importance of committee service is magnified. Secretaries are reminded that *the test of success is based upon the work done by men and boys as well as that done for men and boys*.

The Association must not be secretarialized.

5. Training Secretaries

The securing and training of strong secretaries competent to handle the varied forces in industrial fields will receive increasing attention in the summer industrial schools, and in the Association Colleges.

6. Relation to Employer and Employee

With reference to organized industry, the field of the Association lies in the *zone of agreement* between the employer and employee. It does not attempt to adjust issues, but it creates a spirit which enlarges the field of agreement in which issues may be more readily adjusted. It is not partisan. *It is more than neutral; it is mutual.*

7. Cooperation with Labor and Capital

Cooperation with trades unions in appropriate lines of service is being offered and accepted. This is true also of manufacturers' associations, chambers of commerce, and other industrial organizations.

8. Support from Industry

The service of the Association is intended for all of the men of industry—both employers and employees, and their active support is sought. The Association does a worthy service when it unites employers and employees in *mutual Association effort*. Enlisting the confidence and financial resources of industry, both of employers and employees, is an essential part of the industrial program.

9. Single Industries

Dealing with an industry as a unit is an approved plan. Cooperation with single industries on both the "plant" and "system" basis is to be encouraged.

10. Race Question

The Department's obligation to help to solve the race question will continue to be met along the lines of the present work for European immigrants, colored employes, and Mexicans in industry.

11. Substituting for the Saloon

The Associations in the industrial fields *will continue to oppose the saloon by education and substitution.*

In many places the *removal* of the saloon is all that a community needs and no substitute will be required.

In a great number of cases the present saloon will give place to the non-alcoholic saloon operated upon present lines as a private enterprise and possibly by the same individuals.

But a vast number of communities will be in need of some substitute for the various services which the saloon has rendered as a social center—an inn, a club house, a restaurant, a comfort station, a bank for cashing checks, a game room, lodge room, etc., etc.

Here the policy will be to help Associations to extend their fields not by embarking upon a new and altogether different line of service—setting up and conducting a new and detached and commercial operation which the community would be constantly contrasting with the former saloon—but by expanding the Association's own organization equipment, program and leadership to meet as far as possible the actual need created by the removal of the saloon.

12. Sunday Recreations

In the face of the growing demand for Sunday recreations inside and outside of the buildings, the radical changes in individual and community customs in connection with Sunday observance, the Associations in industrial fields will be encouraged to determine their Sunday policies and programs in the light of local needs and conditions. Also to adhere to the principle of making the opinions of the Christian leaders of the community the determining factor in deciding all questions that may arise.

13. Cooperation with Other Agencies

Associations will be urged to maintain a cooperative relation with other welfare agencies in industrial fields without changing the Association message, transferring responsibility, or surrendering opportunities for the distinctive service for which the Association exists.

14. "To the Uttermost Parts"

Effort will be made to help to communicate the American type of industrial work and experience to the industrial fields in foreign lands. Industrial secretaries are being asked for by China, Japan, India, and other countries.

CHAPTER XX

LIST OF OCCUPATIONS WHICH MAY BE CLASSIFIED AS INDUSTRIAL

FISHERIES AND FORESTRY

Fishermen and oystermen

Foresters

Lumbermen

Foremen and overseers

Lumbermen and raftsmen

Teamsters and haulers

Woodchoppers and tie cutters

EXTRACTION OF MINERALS

Foremen, overseers and inspectors

Operators, officials and managers

Coal mine operatives

Copper mine operatives

Gold and silver mine operatives

Iron mine operatives

Lead and zinc mine operatives

All other mine operatives

Quarry operatives

Oil, gas and salt well operatives

MANUFACTURING AND CHEMICAL INDUSTRIES

Apprentices

Apprentices to building and hand trades

Other apprentices

Bakers

Blacksmiths, etc.

Blacksmiths

Forgemen, hammermen and welders

Boiler makers

Brick and stone masons

Builders and building contractors

Butchers and dressers (slaughterhouse)

Cabinet makers

Carpenters

Compositors, linotypers and typesetters

Coopers

Dyers

Electricians and electrical engineers

Electrotypers, etc.

Electrotypers and Stereotypers

Lithographers

Engineers (mechanical)

Engineers (stationary)

Engravers

Filers, etc. (metal)

Buffers and polishers

Filers

Grinders

Firemen (except locomotive and fire department)

Foremen and overseers (manufacturing)

Furnacemen

Furnacemen and smeltermen

Heaters

Ladlers and pourers

Puddlers

Glass blowers

Jewelers, etc.

Goldsmiths and silversmiths

Jewelers and lapidaries (factory)

Jewelers and watchmakers (not in factory)

Laborers (not otherwise specified)

Loom fixers

Machinists, etc.

Machinists and millwrights

Tool makers and die setters and sinkers

Managers and superintendents (manufacturing)

Manufacturers and officials

Mechanics (not otherwise specified)

Gunsmiths, locksmiths and bellhangers

Wheelwrights

Other mechanics

Millers (grain, flour, feed, etc.)

Molders, founders and casters (metal)

Brass molders, founders and casters

Iron molders, founders and casters

Other molders, founders and casters

Oilers of machinery

Painters, glaziers, varnishiers, enamelers,
etc.

Painters, glaziers & varnishers (bldg.)

Painters, glaziers & varnishers (factory)

Paper hangers

Pattern and model makers

Plasterers

Plumbers and gas and steam fitters

Pressmen (printing)

Rollers and roll hands (metal)

Roofers and slaters

Sawyers

Semi-skilled operatives (not otherwise specified)

Sewers and sewing machine operators (factory)

Shoemakers and cobblers (not in factory)

Skilled occupations (not otherwise specified)

Annealers and temperers (metal)

Piano and organ tuners

Wood carvers

Other skilled occupations

Stonecutters

Structural iron workers (building)

Tailors and tailoresses

Tinsmiths and coppersmiths

Coppersmiths

Tinsmiths

Upholsterers

TRANSPORTATION

Water transportation (selected occupations)

Boatmen, canalmen and lock keepers

Captains, masters, mates and pilots

Longshoremen and stevedores

Sailors and deck hands

Road and street transportation (selected occupations)

Carriage and hack drivers

Chauffeurs

Draymen, teamsters and expressmen

Foremen of livery and transfer companies

Garage keepers and managers

Hostlers and stable hands

Livery-stable keepers and managers

Proprietors and managers of transfer companies

Railroad transportation (selected occupations)

Baggagemen and freight agents

Baggagemen

Freight agents

Boiler washers and engine hostlers

Brakemen

Conductors (steam railroad)

Conductors (street railroad)

Foremen and overseers

Laborers

Steam railroad

Street railroad

Locomotive engineers

Locomotive firemen

Motormen

Officials and superintendents

Steam railroad

Street railroad

Switchmen, flagmen and yardmen

Switchmen and flagmen (steam railroad)

Switchmen and flagmen (street railroad)

Yardmen (steam railroad)

Ticket and station agents

Express, post, telegraph and telephone (selected)

Agents (express companies)

Express messengers and railway mail clerks

Express messengers

Railway mail clerks

Mail carriers

Telegraph and telephone linemen

Telegraph messengers

Telegraph operators

Telephone operators

Other transportation pursuits

Foremen and overseers (n. o. s.)

Road and street building and repairing

Telegraph and telephone companies

Water transportation

Other transportation

Inspectors

- Steam railroad
- Street railroad
- Other transportation

Laborers (not otherwise specified)

- Road and street building and repairing
- Street cleaning
- Other transportation

Proprietors, officials and managers (n. o. s.)

- Telegraph and telephone companies
- Other transportation

Other occupations (semi skilled)

- Steam railroad
- Street railroad
- Other transportation

TRADE**Deliverymen**

- Bakeries and laundries
- Stores

Laborers in coal and lumberyards,

- warehouses
- Coal yards
- Elevators
- Lumberyards
- Stockyards

Warehouses

- Laborers, porters and helpers in stores
- Other pursuits (semi-skilled)
- Fruit graders and packers
- Meat cutters
- Other occupations

DOMESTIC AND PERSONAL SERVICE**Barbers, hairdressers and manicurists****Bartenders****Bootblacks****Elevator tenders****Janitors and sextons****Laborers (domestic and professional service)****Launderers (not in laundry)****Laundry operatives****Laundry owners, officials and managers****Porters (except in stores)****Waiters****Other pursuits**

- Bathhouse keepers and attendants
- Cemetery keepers
- Cleaners and renovators (clothing, etc.)
- Umbrella menders and scissors grinders
- Other occupations

WHILE THE STATISTICS AND MUCH OF THE MATERIAL PRESENTED HERE RELATE TO THE UNITED STATES, IT IS HOPED THAT IT MAY BE OF SOME USE TO THE CANADIAN ASSOCIATIONS SINCE THE PRINCIPLES AND METHODS HAVE A COMMON VALUE.

THE CANADIAN NATIONAL COUNCIL MAY BE CALLED UPON FOR SPECIAL INFORMATION CONCERNING WORK IN THE INDUSTRIAL FIELDS IN CANADA AND THE INDUSTRIAL DEPARTMENT OF THE INTERNATIONAL COMMITTEE WILL GIVE ALL POSSIBLE COOPERATION.

CHAPTER XXI

LEAFLETS AND PAMPHLETS AVAILABLE

NOTE—The following organizations publish leaflets and pamphlets that may be obtained free or at nominal cost. The literature which they have to furnish is suitable for the following purposes: Part I—for *individual use of the Secretary, for the information of Boards of Directors, special committees and volunteer leaders*. Part II—for *distribution to industrial workers themselves*.

Write direct to the organization, stating the specific use for which the material is desired.

PART I

For Secretaries, Directors, Committees, Leaders

CHILDREN

1. BIG BROTHERS MOVEMENT, 200 Fifth Avenue, New York City.
2. BOYS' CLUB FEDERATION, 1 Madison Avenue, New York City.
3. BOY SCOUTS OF AMERICA, 200 Fifth Avenue, New York City.
4. CHILDREN'S BUREAU. Department of Labor, Washington, D. C.
5. DEPARTMENT OF CHILD HELPING, Russell Sage Foundation, 130 E 22d Street, New York City.
6. DEPARTMENT OF RECREATION AND DIVISION OF EDUCATION. Russell Sage Foundation, 130 East 22nd Street, New York City.
7. HOME GARDEN ASSOCIATION. 602 St. Clair Avenue, Cleveland, Ohio. Reports—handsomely printed and illustrated—on home gardening.
8. NATIONAL CHILD LABOR COMMITTEE, 105 East 22nd Street, New York City. List of publications. Pamphlets will be supplied in large quantities at nominal cost.
9. NATIONAL CHILD WELFARE COMMITTEE, 200 Fifth Avenue, New York City.
10. NATIONAL PROBATION OFFICERS' ASSOCIATION, City Hall, St. Louis, Mo.
11. NEW YORK SOCIETY FOR PREVENTION OF CRUELTY TO CHILDREN, 297 Fourth Avenue, New York City.
12. PLAYGROUND AND RECREATION ASSOCIATION OF AMERICA, 1 Madison Avenue, New York City.
13. STATE PROBATION COMMISSION, The Capitol, Albany, N. Y.
14. WOODCRAFT LEAGUE, 11 West 34th Street, New York City.

CITY PROBLEMS

1. BUREAU OF MUNICIPAL RESEARCH, 261 Broadway, New York City.
2. NATIONAL CITY PLANNING CONFERENCE, 19 Congress Street, Boston, Mass.
3. NATIONAL MUNICIPAL LEAGUE, North American Building, Philadelphia, Pa.
4. STATE CHARITIES AID ASSOCIATION, 105 East 22nd Street, New York City.

EDUCATION

1. FEDERAL BOARD FOR VOCATIONAL EDUCATION, Washington, D. C.
2. NATIONAL ASSOCIATION OF CORPORATION SCHOOLS, New York City.
3. NATIONAL SOCIETY FOR THE PROMOTION OF VOCATIONAL EDUCATION, 140 West 42nd Street, New York City.
4. NATIONAL EDUCATION ASSOCIATION, 1400 Massachusetts Avenue, Washington, D. C.
5. STATE EDUCATIONAL BOARDS. Bulletins on general, industrial and trade education are issued by your state board. Write to the State Director of Education.
6. U. S. SHIPPING BOARD, Washington, D. C. Bulletins on education, etc.

HEALTH

1. AETNA LIFE INSURANCE COMPANY, Hartford, Conn.
2. AMERICAN ASSOCIATION FOR STUDY AND PREVENTION OF INFANT MORTALITY, 1211 Cathedral Street, Baltimore, Md.
3. AMERICAN MEDICAL ASSOCIATION, 535 North Dearborn Street, Chicago, Ill. Pamphlets on medical fakes and fakers, hygiene, etc.
4. AMERICAN RED CROSS, Washington, D. C.
5. AMERICAN SOCIAL HYGIENE ASSOCIATION, 105 West 40th Street, New York City.
6. ANTI-CIGARETTE LEAGUE OF AMERICA, 1119 Women's Temple, Chicago, Ill.
7. ASSOCIATION OF TUBERCULOSIS CLINICS, 105 East 22nd Street, New York City.
8. CHICAGO SOCIETY OF SOCIAL HYGIENE, 32 North State Street, Chicago, Ill. Sex instruction.
9. COMMITTEE OF ONE HUNDRED ON NATIONAL HEALTH, Room 37, 203 East 27th Street, New York City.
10. COMMITTEE ON PREVENTION OF TUBERCULOSIS, Charity Organization Society, 105 East 22nd Street, New York City.
11. FLY-FIGHTING COMMITTEE OF AMERICA, Civic Association, 156 Fifth Avenue, New York City.
12. HEALTH EDUCATION LEAGUE, 8 Beacon Street, Boston, Mass.
13. LIFE EXTENSION INSTITUTE, 25 West 45th Street, New York City.
14. MENTAL HYGIENE ASSOCIATION, 105 East 22nd Street, New York City.
15. METROPOLITAN LIFE INSURANCE COMPANY, 1 Madison Avenue, New York City. Health promotion pamphlets.
16. NATIONAL COMMITTEE FOR MENTAL HYGIENE, 50 Union Square, New York City.
17. NATIONAL COMMITTEE FOR THE PREVENTION OF BLINDNESS, 130 East 22nd Street, New York City.
18. NATIONAL COMMITTEE OF ONE HUNDRED, 812 Washington Loan & Trust Building, Washington, D. C.
19. NATIONAL CONSUMERS LEAGUE, 105 East 22nd Street, New York City.
20. NATIONAL HOUSING ASSOCIATION, Washington, D. C.
21. NATIONAL MOUTH HYGIENE ASSOCIATION, 800 Schofield Building, Cleveland, Ohio.
22. NEW YORK SOCIAL HYGIENE ASSOCIATION, 105 West 40th Street, New York City.
23. OREGON SOCIAL HYGIENE SOCIETY, 719 Seeling Building, Portland, Ore.
24. PEOPLE'S UNIVERSITY EXTENSION SOCIETY, 111 Fifth Avenue, New York City.
25. STATE AND LOCAL BOARDS OF HEALTH.
26. TENEMENT HOUSE COMMITTEE, 69 Schermerhorn Street, Brooklyn, N. Y.
27. U. S. PUBLIC HEALTH SERVICE, Washington, D. C. Reports, booklets, etc.

IMMIGRATION

1. BUREAU OF AMERICANIZATION, Department of Interior, Washington, D. C.
2. COMMISSIONER GENERAL OF IMMIGRATION, Washington, D. C. Reports.
3. COMMISSION OF IMMIGRATION AND HOUSING OF CALIFORNIA, 525 Market St., San Francisco, Calif.
4. DIVISION OF INFORMATION, Department of Labor, Washington, D. C.
5. IMMIGRATION RESTRICTION LEAGUE, 11 Pemberton Square, Boston, Mass.
6. INDUSTRIAL DEPARTMENT, International Committee Y. M. C. A., 347 Madison Ave., New York City.
7. INTER-RACIAL COUNCIL, 25 West 33rd Street, New York City.
8. NATIONAL LIBERAL IMMIGRATION LEAGUE, 309 Broadway, New York City.
9. ORDER AND LIBERTY ALLIANCE, 173 State Street, Boston, Mass.
10. U. S. IMMIGRATION SERVICE, Washington, D. C.
11. YOUNG WOMEN'S CHRISTIAN ASSOCIATION, 600 Lexington Avenue, New York City.

INDUSTRY

1. AMERICAN ASSOCIATION FOR LABOR LEGISLATION, 131 East 23rd Street, New York City.
2. AMERICAN FEDERATION OF LABOR, 801 G Street, N. W., Washington, D. C.
3. AMERICAN MUSEUM OF SAFETY, 14 West 24th Street, New York City.
4. BUREAU OF MINES, Washington, D. C.
5. CHAMBERS OF COMMERCE.
6. CLEVELAND AMERICANIZATION COMMITTEE OF THE MAYOR'S ADVISORY WAR BOARD, Room 226, City Hall, Cleveland, Ohio.
7. FIDELITY AND CASUALTY COMPANY, 92 Liberty Street, New York City.
8. INDUSTRIAL DEPARTMENT, International Committee Y. M. C. A., 347 Madison Avenue, New York City.
9. MINISTRY OF MUNITIONS, London, England.
10. NATIONAL CIVIC FEDERATION, 1 Madison Avenue, New York City.
11. NATIONAL SAFETY COUNCIL, Chicago, Ill.
12. U. S. DEPARTMENT OF LABOR, Washington, D. C.
 - U. S. Employment Service: Weekly Bulletin, pamphlets, etc.
 - Bureau of Labor Statistics: Monthly Labor Review, special reports, etc.
 - Bureau of Information and Education: Series of pamphlets, etc.
13. Welfare Publications of Selected Companies such as:
 - AMERICAN CAST IRON PIPE Co., Birmingham, Ala.
 - AMERICAN IRON AND STEEL INSTITUTE, 30 Church St., N. Y. C.
 - AMERICAN ROLLING MILLS, Middletown, Ohio.
 - AMERICAN SMELTING & REFINING Co., 165 Broadway, N. Y. C.
 - BROOKLYN RAPID TRANSIT Co., Brooklyn, N. Y.
 - BROWNE & SHARPE MFG. Co., Providence, R. I.
 - COLORADO FUEL AND IRON Co., Denver, Colo.
 - COMMONWEALTH STEEL Co., St. Louis, Mo.
 - GENERAL ELECTRIC Co., Schenectady, N. Y., and other plants.
 - HOOD RUBBER Co., Watertown, Mass.
 - INLAND STEEL Co., East Chicago, Ind.
 - INTERNATIONAL HARVESTER Co., Chicago, Ill.
 - METROPOLITAN LIFE INSURANCE Co., 1 Madison Avenue, N. Y. C.
 - NATIONAL CASH REGISTER Co., Dayton, Ohio.

THE NORTON CO., Worcester, Mass.
SIMONDS MANUFACTURING CO., Fitchburg, Mass.
U. S. STEEL CORPORATION, 71 Broadway, N. Y. C.
WESTINGHOUSE ELECTRIC & MANUFACTURING CO., Pittsburgh, Pa.
(Address Welfare and Safety Departments for this material.)

RELIGION

1. AMERICAN BAPTIST HOME MISSION SOCIETY, 23 East 26th Street, New York City.
2. CHURCH ASSOCIATION FOR THE ADVANCEMENT OF THE INTEREST OF LABOR, 416 Lafayette Street, New York City.
3. CONGREGATIONAL HOME MISSIONARY SOCIETY, 287 Fourth Avenue, New York City.
4. DEPARTMENT OF SOCIAL AND PUBLIC SERVICE, American Unitarian Association, 23 Beacon Street, Boston, Mass.
5. FEDERAL COUNCIL OF THE CHURCHES OF CHRIST IN AMERICA, 105 East 22nd Street, New York City.
6. JOINT COMMISSION ON SOCIAL SERVICE OF PROTESTANT EPISCOPAL CHURCH, 281 Fourth Avenue, New York City.
7. JOINT CENTENARY COMMITTEE, Methodist Episcopal Church, 111 Fifth Avenue, New York City.
8. METHODIST FEDERATION FOR SOCIAL SERVICE, 72 Mt. Vernon Street, Boston, Mass.
9. MISSIONARY EDUCATION MOVEMENT, 160 Fifth Avenue, New York City.
10. NEW YORK SABBATH DAY COMMITTEE, 31 Bible House, New York City.
11. SOCIAL SERVICE BUREAU OF THE BOARD OF HOME MISSIONS OF THE PRESBYTERIAN CHURCH, 156 Fifth Avenue, New York City.
12. SOCIAL SERVICE COMMISSION, 1701 Chestnut Street, Philadelphia, Pa.
13. SOCIAL SERVICE COUNCIL OF CANADA, Confederation Life Building, Toronto, Ontario.

TEMPERANCE

1. ANTI-SALOON LEAGUE OF AMERICA, Westerville, Ohio.
2. CHURCH TEMPERANCE SOCIETY (Protestant Episcopal), 949 Broadway, New York City.
3. NATIONAL TEMPERANCE SOCIETY, 373 Fourth Avenue, New York City.
4. NATIONAL WOMAN'S CHRISTIAN TEMPERANCE UNION, Evanston, Ill.
5. SCIENTIFIC TEMPERANCE FEDERATION, 36 Bromfield Street, Boston, Mass.

THRIFT AND PERSONAL ECONOMICS

1. AMERICAN SOCIETY FOR THRIFT, 221 West 41st Street, New York City.
2. COLLINS PUBLICITY SERVICE, 225 Columbia Avenue, Philadelphia, Pa. Plans for observing National Thrift Day.
3. LIFE INSURANCE COMPANIES. Usually have literature for distribution on Family Budgets, Thrift and Personal Economic Topics.
4. NATIONAL BOARD Y. W. C. A., THRIFT COMMISSION, 600 Lexington Avenue, New York City.
5. NATIONAL WAR GARDEN COMMISSION, Maryland Building, Washington, D. C. Garden Manual—Instruction Book on Drying and Canning.
6. AMERICAN BANKERS ASSOCIATION, Savings Bank Section, 5 Nassau Street, New York City.
7. TREASURY DEPARTMENT, Savings Division, Washington, D. C. Association Press, Catalogue of Thrift Materials and Literature, 347 Madison Avenue, New York City.

MISCELLANEOUS

1. AMERICAN PEACE SOCIETY, 612 Colorado Building, Washington, D. C.
2. CHAMBER OF COMMERCE OF THE UNITED STATES, Committee on National Defense, 501 City Building, Cleveland, Ohio.
3. CITY CLUBS.
4. DEPARTMENT OF CIVIC RELIEF, Philadelphia, Pa.
5. EFFICIENCY SOCIETY, 19 West 40th Street, New York City.
6. GOVERNMENT PUBLICATIONS, Washington, D. C.
7. JEWISH AGRICULTURAL AND INDUSTRIAL AID SOCIETY, 174 Second Avenue, New York City.
8. NATIONAL BOARD YOUNG WOMEN'S CHRISTIAN ASSOCIATION, 600 Lexington Avenue, New York City.
9. NATIONAL CIVIL SERVICE REFORM LEAGUE, 79 Wall Street, New York City.
10. NATIONAL COMMITTEE ON PRISONS, Columbia University, New York City.
11. NATIONAL COUNCIL OF DEFENSE, Washington, D. C.
12. NATIONAL CONSERVATION ASSOCIATION, Munsey Building, Washington, D. C.
13. NATIONAL FEDERATION OF REMEDIAL LOAN ASSOCIATIONS, 130 East 22nd Street, New York City.
14. NATIONAL INSIDE ASSOCIATION OF AMERICA, Spitzer Building, Toledo, Ohio.
15. NATIONAL MUNICIPAL LEAGUE, North American Building, Philadelphia, Pa.
16. NATIONAL SECURITY LEAGUE, 19 West 44th Street, New York City.
17. NATIONAL SHORT BALLOT ORGANIZATION, 383 Fourth Avenue, New York City.
18. NATIONAL WOMEN'S TRADE UNION LEAGUE, 127 North Dearborn Street, Chicago, Ill.
19. PATRIOTIC SERVICE LEAGUE, 509 Fifth Avenue, New York City.
20. SOCIETY FOR THE PREVENTION OF CRUELTY TO ANIMALS, 50 Madison Avenue, New York City.
21. TRAVELERS' AID SOCIETY, 465 Lexington Avenue, New York City.
22. U. S. COAST GUARD, Washington, D. C. Pamphlet—Directions for restoring the apparently drowned, as practiced in the Coast Guard, etc.
23. U. S. COMMITTEE ON PUBLIC INFORMATION, Washington, D. C.
24. WOMAN'S COMMITTEE, COUNCIL OF NATIONAL DEFENSE, Illinois Division, Social Service Department, 120 West Adams Street, Chicago, Ill.

PART II

Pamphlets for Industrial Workers

(These can be distributed in connection with shop meetings, English classes and other special activities. Order in quantity desired direct from publishers. They can be secured free or at small cost.)

AMERICAN DEMOCRACY, LOYALTY, STICKING TO YOUR JOB, ETC.

1. POSTERS, LEAFLETS, ETC.
A PLAIN TALK ON MAN'S OBJECT IN LIFE.
2. PAY ENVELOPE SERIES.
RED, WHITE AND BLUE SERIES, leaflets and booklets.
DAILY BULLETIN, Committee on Public Information, Washington, D. C.
3. DAILY NEWS BULLETINS, ETC., American Alliance for Labor and Democracy, 51 Chambers Street, New York City.

4. LESSONS ON COMMUNITY LIFE, Bureau of Education of Department of Interior, Washington, D. C.
5. WHAT EVERY EMPLOYER AND EMPLOYEE OUGHT TO KNOW, gold nuggets taken from Nutshell Lectures, Price, 25 cents.
 INSIDE MAXIMS, Booklet.
 THE INSIDE, Monthly Magazine.
 WHY IS IT? Cards.
 FACE VALUES, Cards.
 THE WAY OF DECISION, Cards, The Inside Publishing Co., Wilkinsburg, Pa.
 GOLD NUGGETS, Concentrated Truths taken from Boetcker Lectures, Second Edition. Price, 10 Cents. The Inside Publishing Co., Toledo, O.
 SATAN SAID, Price 10 Cents. The Pittsburgh Inside Association, 6th Floor, Vandergrift Building, Pittsburgh, Pa.
6. THE NATIONAL EFFICIENCY QUARTERLY, August, 1918, Labor as Affected by War; November, 1918, Americanization; February, 1919, Reconstruction; National Efficiency Society, 119 West 40th Street, New York City.

AMERICAN GOVERNMENT, CITIZENSHIP AND INSTITUTIONS

1. THE UNITED STATES; ITS OPPORTUNITIES, GOVERNMENT AND INSTITUTIONS.
 NATURALIZATION OF ALIENS.
 CONSTITUTION OF THE UNITED STATES:
 SERIES OF BULLETINS on Agricultural opportunities, resources, products, and physical characteristics, and opportunities of all sections of the United States.
 AN OUTLINE COURSE IN CITIZENSHIP, Bureau of Immigration, United States Department of Labor, Washington, D. C.
2. AMERICAN GOVERNMENT.
 SUMMARY OF THE UNITED STATES CONSTITUTION.
 HONOR IN POLITICS, Women's Auxiliary, Civil Service Reform Association, 387 Carroll Street, Brooklyn, N. Y.
3. GUIDE TO IMMIGRANTS, by John Foster Carr, Doubleday, Page & Co., New York City. 15 cents.
4. (1) THE DUTY OF FOREIGN BORN AMERICAN CITIZENS, Several Languages, \$20 per 1,000.
 THE FLAG, by Hon. Charles Evans Hughes, \$20 per 1,000.
 STATEMENT AS TO WHAT IS EXPECTED OF A MAN SEEKING AMERICAN CITIZENSHIP, by Hon. R. K. Campbell, printed in English, Polish and Italian, \$20 per 1,000.
 PRESIDENT WILSON TO NEWLY NATURALIZED CITIZENS OF UNITED STATES (also in Lithuanian), \$20 per 1,000.
 RESPECT THE LAW AND PRESERVE ORDER.
 MESSAGES FOR NEW COMERS TO THE UNITED STATES.
 MESSAGES FOR NEW COMERS TO THE UNITED STATES, Second Series.
 FREEDOM'S CLASSICS No. 1, \$5.00 per 1,000.
 FREEDOM'S CLASSICS No. 2, \$5.00 per 1,000.
 FREEDOM'S MESSAGES No. 1, \$5.00 per 1,000.
 FREEDOM'S MESSAGES No. 2, \$5.00 per 1,000.
 Order and Liberty Alliance, 173 State Street, Boston, Mass.

5. CIVICS FOR COMING AMERICANS, by Peter Roberts, Ph.D., 15 cents, new edition 25 cents.
 FIRST AND SECOND READERS FOR COMING AMERICANS, by Roberts, 15 cents each.
 THIRD READER FOR COMING AMERICANS, by Roberts, 20 cents each.
 ADVANCED READER, by Roberts, 50 cents each.
 SONGS FOR COMING AMERICANS, by Roberts, 10 cents each.
 ENGLISH READER (MILITARY), 25 cents.
 THE LITTLE BOOK OF OUR COUNTRY, by Eva March Tappan.
 LIBERTY AND RESPONSIBILITY, by Dr. A. G. Keller.
 MONEY AND WAGES—TALKS ON WHAT MAKES A COUNTRY PROSPEROUS.
 Association Press, 347 Madison Avenue, New York City.
6. WHAT IS AN AMERICAN?
 GUIDE FOR APPLICANTS FOR CITIZENSHIP, National Liberal Immigration League, Sun Building, New York City.
7. FOR BETTER CITIZENSHIP—PAY ENVELOPE SERIES, Inter-Racial Council, 25 W. 39th Street, New York City.
8. PATRIOTISM THROUGH EDUCATION SERIES.
 PRINCIPLES OF THE DECLARATION OF INDEPENDENCE.
 HOW TO OBTAIN CITIZENSHIP PAPERS.
 National Security League, 19 W. 44th Street, New York City.
9. OPPORTUNITY MONOGRAPHS, VOCATIONAL REHABILITATION SERIES, such as Leather Working Trades, Commercial Occupations, Farms, etc., Government Printing Office, Washington, D. C.
10. ENGLISH READING LESSONS AND CHART, 10 cents and \$1.00, for Native illiterates, published by Industrial Department, 347 Madison Avenue, New York City.
11. CITIZENSHIP SYLLABUS, University of State of New York, Albany.
12. EDUCATIONAL WAR TRAINING COURSES AND BULLETINS, Federal Board of Vocational Education, Washington, D. C.

HYGIENE AND FIRST AID TO THE INJURED

1. HEALTH HINTS, in English, German, Italian, Bohemian, and Yiddish, People's University Extension Society, 105 E. 22nd Street, New York City.
2. SANITARY MAXIMS, in English, Italian, and Yiddish, National Consumers' League, 105 E. 22nd Street, New York City.
3. FIRST AID TEXTBOOK, Industrial edition, Lynch and Shields, Association Press, 30 cents.
4. FIRST AID CHARTS AND CIRCULARS, 16 charts, \$4.00.
 FIRST AID EQUIPMENT BOXES, various prices, American National Red Cross, 1625 H Street, N. W., Washington, D. C.
5. SEX EDUCATION, four pamphlets in most languages, R. I. State Board of Health, Providence, R. I.
6. SEX EDUCATION, Chicago Society of Social Hygiene, 100 State Street, Chicago, Ill.
7. KILL FLIES AND SAVE LIVES, Fly Fighting Committee, American Civic Association, 156 Fifth Avenue, New York City.
8. FLY HINTS TO HOUSEHOLDERS, Department of Health, Chicago, Ill.
 THE HOUSE FLY, Agricultural Extension Department, Harvester Building, Chicago, Ill.
9. GROW A VEGETABLE GARDEN.
10. BEWARE OF THE DANGEROUS HOUSE FLY, Special Bulletin, The Merchants' Association, New York.

11. SERIES OF PAMPHLETS OF CONTAGIOUS DISEASES, CARE OF THE HOME, ETC., Board of Health, New York City, similar material by many other city and state Boards of Health.
12. SERIES OF PAMPHLETS ON HEALTH, ACCIDENT PREVENTION, CONTAGION, ETC., published by various life insurance companies, e. g., Aetna Life Insurance Co., Hartford, Conn; Metropolitan Life Insurance Co., New York City.
13. LEAFLETS OF DRINK, IMPURITY, GAMBLING, SUNDAY OBSERVANCE, ETC., International Reform Bureau, 206 Pennsylvania Avenue, S. E., Washington, D. C.
14. PREVENTION OF BLINDNESS and other pamphlets in several languages.
TRACHOMA, Publication No. 16, in several languages.
CARE OF YOUR EYES—A MESSAGE TO YOU—No. 2.
EYES THAT SEE, No. 17.
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CHAPTER XXII

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T. S. Evans, 19 S. La Salle Street, Chicago, Illinois

A. E. Ball (Special), Hotel Kanawha, Charleston, W. Va.

R. T. Weatherby, 1610 Candler Building, Atlanta, Ga.

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